DOUBLE ISSUE

MAY 2 / MAY 9, 2016

TIME

THE 100 MOST INFLUENTIAL PEOPLE

Leonardo DiCaprio

by John Kerry

Stephen Curry
by Misty Copeland

Tim Cook
by Bob Iger

Adele
by Jennifer Lawrence

Aung San Suu Kyi
by Barack Obama

Reince Priebus
by Paul Ryan

FROM EVERYTHING WE'VE BEEN

Cadillac

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TIME

THE 100 MOST INFLUENTIAL PEOPLE

Priscilla Chan & Mark Zuckerberg

by Bill & Melinda Gates

Ronda Rousey
by Tina Fey

Eli Broad
by Michael Bloomberg

Ariana Grande
by Jason Robert Brown

Christiana Figueres
by Robert Redford

TO EVERYTHING WE STRIVE TO BE

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DOUBLE ISSUE

MAY 2 / MAY 9, 2016

TIME

THE 100 MOST INFLUENTIAL PEOPLE

Nicki Minaj

by Lil Wayne

Pope Francis
by Joe Biden

Riccardo Tisci
by Donatella Versace

John Kerry
by Bono

Ta-Nehisi Coates
by Bryan Stevenson

Jordan Spieth
by Tony Romo

Julia Louis-Dreyfus
by Lena Dunham

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TIME

THE 100 MOST INFLUENTIAL PEOPLE

Lin-Manuel Miranda

by J.J. Abrams

Raj Panjabi
by Bill Clinton

Yayoi Kusama
by Marc Jacobs

Melissa McCarthy
by Paul Feig

Kip Thorne
by Christopher Nolan

Mark Rylance
by Steven Spielberg

Justin Trudeau
by Lorne Michaels

DOUBLE ISSUE

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TIME

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Paul Ryan
by Mitt Romney

Gina Rodriguez
by Rita Moreno

Bjarke Ingels
by Rem Koolhaas

Denis Mukwege
by Jill Biden

Angela Merkel
by Samantha Power

Usain Bolt
by Ziggy Marley

Christine Lagarde

by Janet Yellen

DOUBLE ISSUE

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THE 100 MOST INFLUENTIAL PEOPLE

Priyanka Chopra

by Dwayne Johnson

Palmer Luckey
by Ridley Scott

Nikki Haley
by Lindsey Graham

Ryan Coogler
by Ta-Nehisi Coates

Darren Walker
by Elton John

Kathleen Kennedy
by Tony Kushner

Tu Youyou
by Tom Frieden

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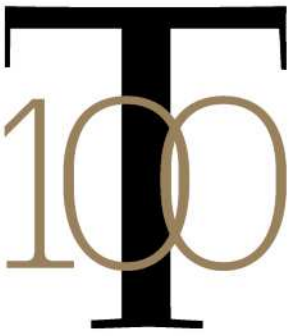

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TIME (ISSN 0040-781X) is published weekly, except for two combined issues in January and one combined issue in February, April, July, August, September and November by Time Inc. **PRINCIPAL OFFICE:** 225 Liberty Street, New York, NY 10281-1008. Periodicals postage paid at New York, NY and additional mailing offices. **POSTMASTER:** Send all UAA to CFS (See DMM 507.1.5.2); **Non-Postal and Military Facilities:** send address corrections to TIME Magazine, P.O. Box 62120, Tampa, FL 33662-2120. Canada Post Publications Mail Agreement No. 40110178. Return undeliverable Canadian addresses to: Postal Station A, P.O. Box 4322, Toronto, Ontario M5W 3G9. GST No. 888381621RT0001.

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From the Editor

The power to provoke

EACH YEAR OUR TIME 100 LIST LETS us step back and measure the forces that move us. Which is more powerful, hope or proof? Ambition or altruism? The lessons of the past or the lure of the future? The people we spotlight range from the globally famous to the literally anonymous—we leave it to you to guess the true identity of author Elena Ferrante. There are world leaders and local activists, artists and athletes, scientists, moguls and a number of people who are running for President of the United States. One way or another they each embody a breakthrough: they broke the rules, broke the record, broke the silence, broke the boundaries to reveal what we're capable of. They are seekers, with a fearless willingness to be surprised by what they find. As Lin-Manuel Miranda, whose musical *Hamilton* just won the Pulitzer Prize, puts it, "What's the thing that's not in the world that should be in the world?"

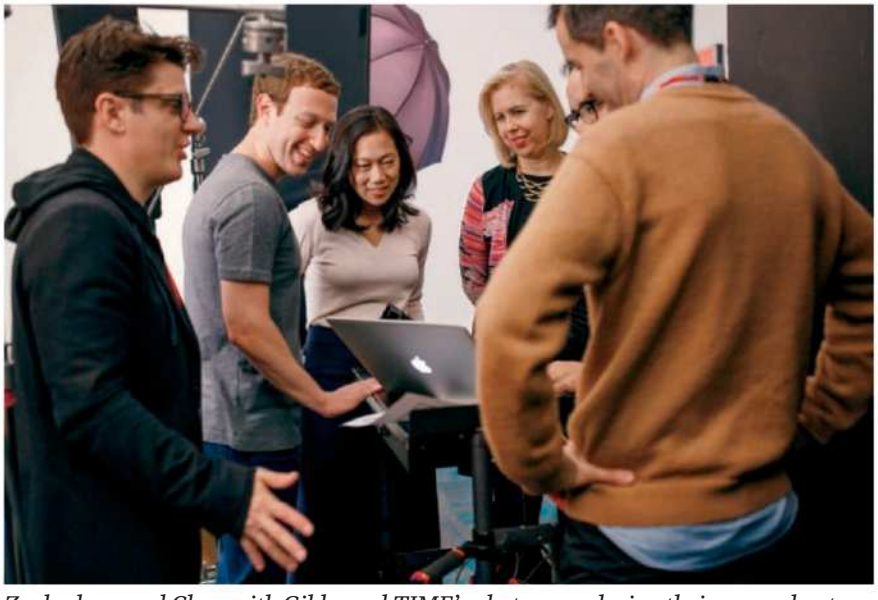
There are all sorts of yardsticks for measuring influence: Donald Trump's 5.9 million Google News mentions in the past year, Adele's 64.8 million Facebook likes, the records shattered by Usain Bolt on foot, Lewis Hamilton on wheels, Katie Ledecky in the pool, Stephen Curry on the court. To capture what sets the honorees apart, we reached out to people who watched them rise, knew them when, understand firsthand the opportunities they seized and the obstacles they overcame. Bill Clinton writes on how the community health workers dispatched by Raj Panjabi's Last Mile Health were critical to stopping the spread of Ebola in West Africa. Robert Redford lauds Christiana Figueres—"a force of nature"—for shepherding 196 countries through the historic U.N. climate-change agreement in Paris in December. Anthony Bourdain looks at the next mission for culinary entrepreneur Roy Choi to bring healthy, affordable food to inner-city neighborhoods. Bill and Melinda Gates write about the pledge by Priscilla Chan and Mark Zuckerberg to commit 99% of their Facebook wealth to the humanitarian Chan Zuckerberg Initiative. Astronaut Scott Kelly describes what it was like to watch Lester Holt's *NBC Nightly News* from the International Space Station.

THIS YEAR'S TIME 100 HONOREES RANGE IN AGE FROM 22 TO 87.

THE FUN of shaping the list is sharing the vision of people exploring the frontiers of art, science, society, technology. Palmer Luckey has a vision, and he wants us to put on his VR headset and experience it. Leonardo DiCaprio has a vision of an ecologically stable planet. Eli Broad has a vision of a revitalized downtown Los Angeles. Jaha Dukureh envisions a world in which girls can grow up without fear of mutilation. Alan Stern had a vision to explore Pluto, and this year his New Horizons spacecraft sent back the pictures. Reince Priebus has a vision … of a consensus Republican nominee.

This issue was designed by Carrie Gee, with Natalie Matutschovsky overseeing photography. The six covers were shot by photographer Ben Hassett. For the seventh year, deputy managing editor Radhika Jones was the impresario of the issue. "When I look at the list overall," she says, "I'm humbled by the idea that we still have so much to learn—about our species and our place in the universe, about who we are as individuals and as nations, about what we owe each other and what we owe ourselves."

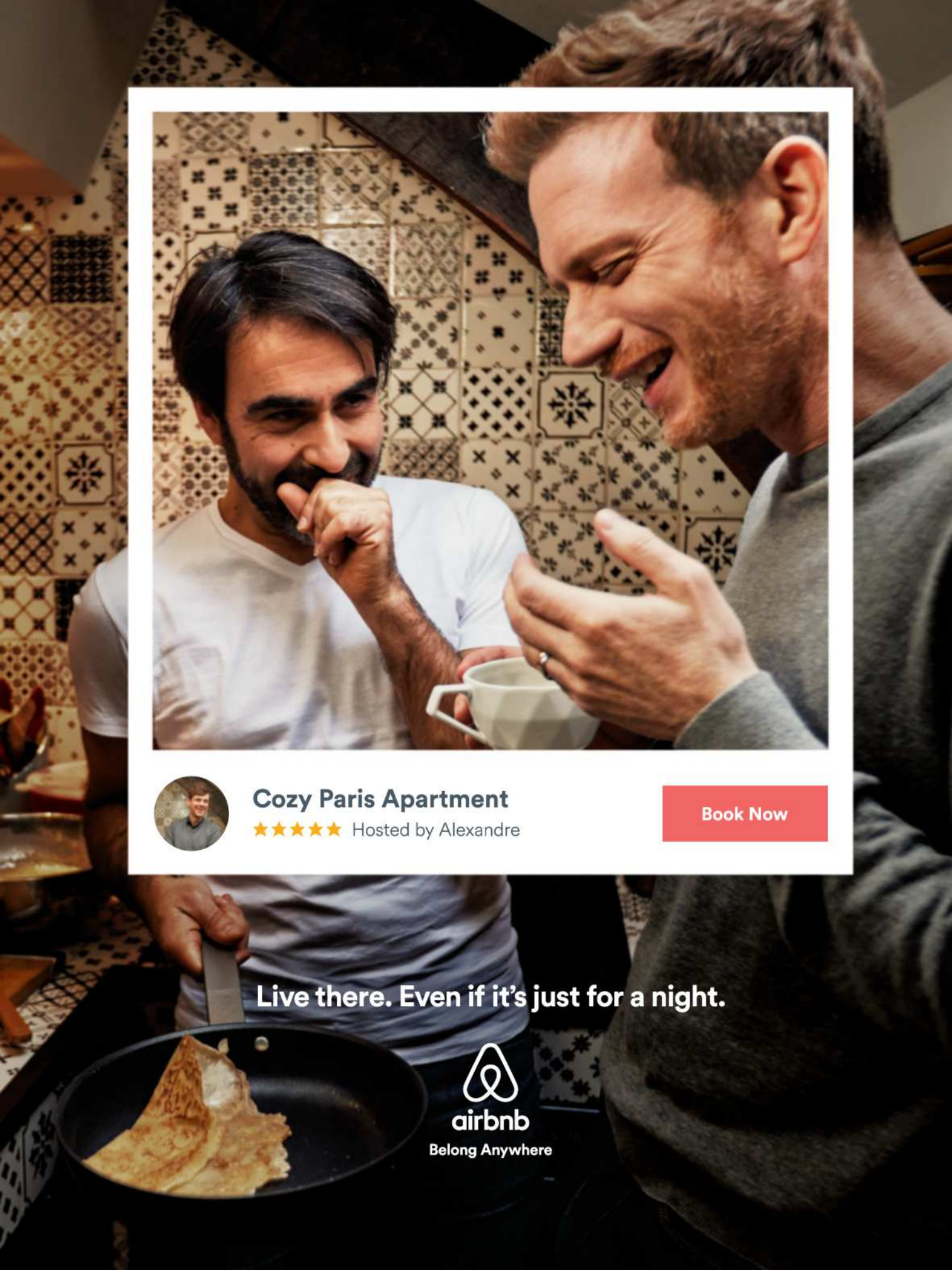
The people on the list, each in their own way, have lessons to teach. We can debate those lessons; we don't have to endorse them or agree with them. But the influence of this year's TIME 100, to my mind, is that down to the last person, they have the power to make us think. And they are using it.



Zuckerberg and Chan with Gibbs and TIME's photo crew during their cover shoot

FACEBOOK

Nancy Gibbs, EDITOR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READER-POLL RESULTS

In advance of this special issue curated by TIME's editors, we asked readers to weigh in on who they thought should make the list. Here are their top choices, by percentage of votes received:

3.3%
BERNIE SANDERS
VERMONT SENATOR

2.9%
BIG BANG
K-POP BAND

2.2%
AUNG SAN SUU KYI
BURMESE LEADER

2%
BARACK OBAMA
U.S. PRESIDENT

1.9%
MALALA YOUSAFZAI
ACTIVIST

IN THEIR OWN WORDS

This year's honorees talk about legacy and influence—and the people who influenced them—in a series of short films produced by Francesca Trianni and edited by Diane Tsai. Watch them all at time.com/time100

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4

5

6

1. CHRISTINE LAGARDE encourages people to fight internal doubt **2. PRIYANKA CHOPRA** talks about breaking stereotypes **3. NICKI MINAJ** praises being "unapologetic" **4. RONDA ROUSEY** addresses optimism after failure **5. KARLIE KLOSS** takes social media with a grain of salt **6. LIN-MANUEL MIRANDA** confronts the question "What do we leave behind?"

LAGARDE: NATALIE MATUTSCHOVSKY FOR TIME; BRANDON NEUBAUER FOR TIME (5)

Letters should include the writer's full name, address and home telephone and may be edited for purposes of clarity and space

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THE 100 MOST INFLUENTIAL PEOPLE IN THE WORLD

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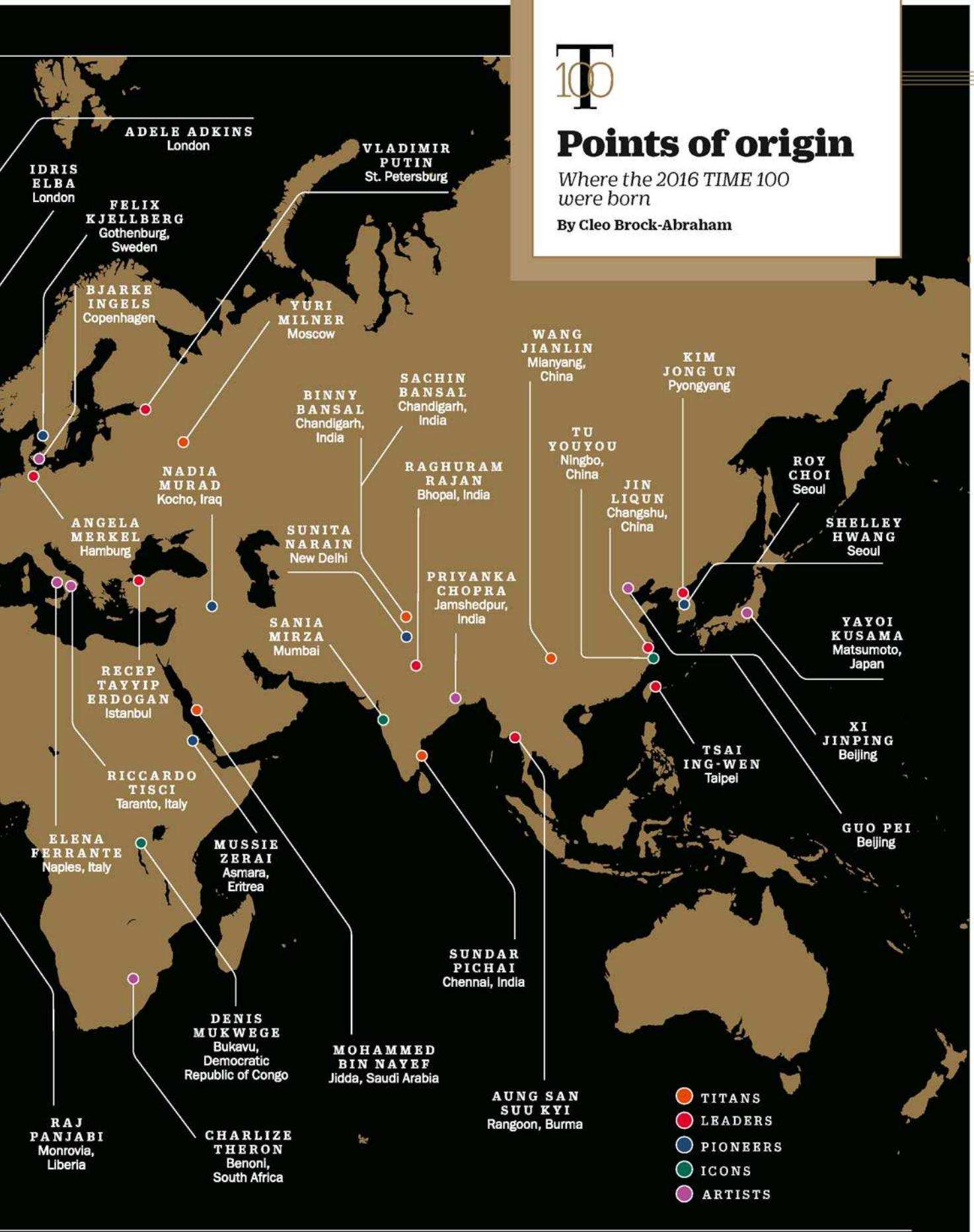
White Plains, N.Y.
LIN-MANUEL MIRANDA
New York City
DONALD TRUMP
Queens, N.Y.
ELI BROAD
The Bronx, N.Y.
CAITLYN JENNER
Mount Kisco, N.Y.
JAMES COMEY
Yonkers, N.Y.
GINA RODRIGUEZ
Chicago
LAURA ESSERMAN
Chicago
MELISSA MCCARTHY
Plainfield, Ill.
PRISCILLA CHAN
Braintree, Mass.
LEWIS HAMILTON
Stevenage, England
JULIA LOUIS-DREYFUS
New York City
KATIE LEDECKY
Bethesda, Md.
STEPHEN CURRY
Akron, Ohio
MARILYNNE ROBINSON
Sandpoint, Idaho
TED CRUZ
Calgary
BERNIE SANDERS
Brooklyn
MONA HANNA-ATTISHA
Sheffield, England
HILLARY CLINTON
Chicago
JOHN KERRY
Aurora, Colo.
KARLIE KLOSS
Chicago
MARC EDWARDS
Hornell, N.Y.
TA-NEHISI COATES
Baltimore
SEAN MACFARLAND
Canajoharie, N.Y.
REINCE PRIEBUS
Dover, N.J.
TARAJI P. HENSON
Washington
LESTER HOLT
Novato, Calif.
DWAYNE JOHNSON
Hayward, Calif.
HOPE JAHREN
Austin, Minn.
JUSTIN TRUDEAU
Ottawa
PAUL RYAN
Janesville, Wis.
IBTIHAJ MUHAMMAD
Maplewood, N.J.
MARK RYLANCE
Ashford, England
RYAN COOGLER
Oakland, Calif.
KATHLEEN KENNEDY
Berkeley, Calif.
FRANÇOIS HOLLANDE
Rouen, France
LEONARDO DICAPRIO
Los Angeles
KENDRICK LAMAR
Compton, Calif.
DIANA NATALICIO
St. Louis
DAN CARDER
Weston, W.Va.
CHRISTINE LAGARDE
Paris
NIKKI HALEY
Bamberg, S.C.
PALMER LUCKEY
Long Beach, Calif.
KATHY NIAKAN
Memphis
RONDA ROUSEY
Riverside, Calif.
ALEJANDRO GONZÁLEZ IÑÁRRITU
Mexico City
TIM COOK
Mobile, Ala.
AZIZ ANSARI
Columbia, S.C.
KIP THORNE
Logan, Utah
JAHA DUKUREH
Gambissara, Gambia
GAEL GARCÍA BERNAL
Guadalajara, Mexico
NICKI MINAJ
St. James, Trinidad and Tobago
LORI ROBINSON
Big Spring, Texas
USAIN BOLT
Sherwood Content, Jamaica
OSCAR ISAAC
Guatemala
ARIANA GRANDE
Boca Raton, Fla.
LEE BERGER
Shawnee Mission, Kans.
SERGIO MORO
Maringá, Brazil
JORDAN SPIETH
Dallas
DARREN WALKER
Lafayette, La.
ALAN STERN
New Orleans
QUEEN MÁXIMA OF THE NETHERLANDS
Buenos Aires
BARACK OBAMA
Honolulu
CHRISTIANA FIGUERES
San José, Costa Rica
MAURICIO MACRI
Tandil, Argentina
POPE FRANCIS
Buenos Aires

Points of origin

Where the 2016 TIME 100 were born

By Cleo Brock-Abraham



MAP BY HEATHER JONES FOR TIME

PIONEERS

'I think of it as, What's the thing that's not in the world that should be in the world?'

LIN-MANUEL MIRANDA,
on his playwriting process

PHOTOGRAPH BY BEN HASSETT FOR TIME

BROADWAY STAR › 36

Lin-Manuel Miranda

An American original

By J.J. Abrams

So much has been said about *Hamilton,* I assume you know this already: the musical's embracing of history and rhythm, race and rhyme, melody and passion is an actual stunning event. Tickets are impossible to get for good reason: even in this age of ubiquitous hyperbole, it can safely be said that *Hamilton* is one of the best things—not just theatrical events—you'll ever see.

Lin-Manuel Miranda conceived, wrote and stars in this breakthrough masterpiece, cementing his place as one of the most miraculous creative minds of our time. Like Alexander Hamilton, Miranda is a powerful reminder that greatness comes from unlikely places. His Puerto Rican parents' collection of Broadway-musical records was as strong an influence during his New York City upbringing as the hip-hop he would come to love. There is no recipe for genius, but one can see the disparate elements that Miranda has miraculously seized and synthesized, embraced and celebrated, to create something profoundly moving and wholly original. He has redefined the musical and made us see anew the origins of the remarkable experiment called democracy.

Knowing the man, experiencing his exuberance and dazzle up close, is as delightful as the show itself. His wit would be intimidating if not for his natural and infectious charm. Somehow he is as generous, collaborative and lovable as he is innovative and brilliant. He and his wife of five years Vanessa Nadal (a scientist and lawyer—yes, scientist *and* lawyer) have a 1-year-old son. In other words, this young man is still in his first act. It's thrilling to consider how lucky we are to be in his audience, anticipating his next concoction, with his Hamilton's promise echoing in our heads: "And there's a million things I haven't done, but just you wait … Just you wait."

Abrams is a writer, producer and director, most recently of Star Wars: The Force Awakens

A COLLISION IN SPACE 1.3 BILLION YEARS AGO PROVES AN IDEA EINSTEIN HAD 100 YEARS AGO, THANKS TO A PROJECT THORNE DEVISED 32 YEARS AGO.

ASTROPHYSICIST › 75

Kip Thorne

Cosmic visionary

By Christopher Nolan

About 1.3 billion years before Kip Thorne was born, a pair of black holes collided in space, rattling the fabric of space-time itself. The gravitational ripples of that

long-ago cataclysm traveled the universe, heading for an improbable encounter with sentient beings sophisticated enough both to detect them and to recognize their origin. It was Kip, 75, a Caltech- and Princeton-trained astrophysicist, who made that discovery possible. As the leading founder, in 1984, of the Laser Interferometer Gravitational-Wave Observatory (LIGO), he played a critical role in developing the instruments that detected the waves and in so doing confirmed a prediction Albert Einstein made a century before.

Kip deflects credit for the breakthrough, pointing to the younger physicists who kept the project running over the years, and they deserve praise. But as I learned when I worked with him on *Interstellar,* it takes a person who can not only understand the science but communicate it to make a project like LIGO happen. I used to joke that I could talk to Kip about physics for only 45 minutes before my brain would begin to feel hot. I'd say to him, "We have to come back to this another day. You've used me up." As the body of work Kip has produced over his career makes clear, he has the kind of brain that never gets used up—and we're all better for that.

Nolan is the acclaimed director of such films as Memento, Inception *and* Interstellar

PHOTOGRAPH BY RICARDO DEARATANHA GETTY IMAGES/LOS ANGELES TIMES

DEVELOPMENTAL BIOLOGIST › 38

Kathy Niakan

Gene sleuth

By Jennifer Doudna

When scientists mapped the human genome in 2001, it marked the start of a new scientific era. Now, the real excitement—and power—in genetics lies in manipulating the genome to alter DNA so we can prevent diseases and improve human health. That's what Kathy Niakan is doing. She's begun to apply the technique for editing the genome that Emmanuelle Charpentier and I developed, called CRISPR, to study the effects of genes in human development. Niakan's work will answer previously unanswerable questions about the earliest stages of human reproduction—what makes a healthy embryo, what factors contribute to infertility and what goes wrong when pregnancies don't progress as planned. Her experiments are setting the stage for a future in which our DNA represents not just our destiny but opportunity as well, a chance to better the human condition—as long as we tread carefully.

Doudna is a biochemist at the University of California, Berkeley, and co-inventor of CRISPR

ACTOR › 31

Gina Rodriguez

A star who's down to earth

By Rita Moreno

I first became aware of Gina Rodriguez when she was just starting out starring on *Jane the Virgin* and a friend sent me an article in which she mentioned me. Aside from being flattered, I was struck by her healthy regard for herself—and now that I know her, I continue to be impressed by this confidence, which I never felt at her age. Whenever she talks about herself or about being Hispanic, she's sending the message "I deserve this, I work very hard, and I'm a good person." I can say that about myself now, but I'm 84! That she can do that with such confidence and élan at her age imparts an enormous amount of inspiration to young people.

RODRIGUEZ HAS TURNED DOWN ROLES THAT SHE FELT PORTRAYED LATINOS ONE-DIMENSIONALLY.

Gina is a young woman who knows her true north and orbits in a galaxy all her own. On top of that, she is talented, hardworking, socially conscious, salty, charming and raucous!

How fine that, in my lifetime, I'm witnessing such an inspiration for the new generation.

Brava, you lovely girl!

Moreno was among the first performers to win an Oscar, an Emmy, a Grammy and a Tony

RODRIGUEZ: BRET HARTMAN; ILLUSTRATION BY JOEL KIMMEL FOR TIME

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FENCER › 30

Ibtihaj Muhammad

Olympic faithful

By Keith Ellison

Even as a kid, Ibtihaj Muhammad stood out. She was faster and stronger than her friends, and she was serious about her religion. Most of the sports she tried required physically revealing gear, in sharp contrast to the modesty her Muslim faith required. Then she discovered fencing. The sport let her express her athletic talent, and the uniform allowed her to stay true to her faith.

Today Ibtihaj is one of the best fencers in the world—and an observant Muslim woman. This summer, she will represent the U.S. at the Olympic Games in Rio de Janeiro. And when she competes for her country, representing all of us, she will be the first American Olympian to do so while wearing the hijab. Ibtihaj embraced what made her stand out, and she's an Olympian because of it.

MUHAMMAD FOUNDED LOUELLA, A 'MODEST FASHION' CLOTHING LINE NAMED FOR HER GRANDMOTHER.

That's not just the story of Ibtihaj Muhammad. That's the story of America.

Ellison, the first Muslim elected to Congress, is a Democrat from Minnesota

Muhammad training for the Rio Olympics in New York City in February

PHOTOGRAPH BY DANIEL SHEA FOR TIME

PUBLIC-HEALTH INNOVATOR › 35

Raj Panjabi

Health care hero

By Bill Clinton

To spend time with Raj Panjabi is to see up close what happens when someone with uncommon courage and compassion puts himself on the front lines of the world's most complex challenges.

I know. I visited Liberia last spring five days before it was first declared Ebola free, and the heroic work Raj and his organization Last Mile Health did to train 1,300 community health workers was critical in helping the government contain the epidemic.

AT AGE 9, PANJABI FLED CIVIL WAR IN HIS HOME COUNTRY, LIBERIA.

The outbreak in West Africa has been a tragic and cautionary tale about what can happen if we don't invest in the human resources to stop epidemics before they begin—and why Raj's mission to put a health care worker within reach of everyone everywhere is so critical. I was proud to present Raj with our 2015 Clinton Global Citizen Award for his part in the massive, coordinated response that brought a halt to this terrible disease.

We will always face challenges, but we're all better off because there are people like Raj who are visionary, caring and determined enough to meet them.

Clinton is the founder of the Clinton Foundation and the 42nd President of the United States

ASTROPHYSICIST › 58

Alan Stern

Persistent Pluto-crat

By Ed Stone

The world overlooked Pluto for too long. In the early 1970s, the hope had been to visit Jupiter, Saturn, Uranus, Neptune and Pluto with a Grand Tour mission consisting of four spacecraft. But in 1972, the mission was limited to two Voyager ships and Pluto was dropped from the itinerary. Thirty-four years later, Alan Stern rectified that omission when his New Horizons spacecraft was launched Pluto's way. The spacecraft arrived in 2015, pouring back findings showing Pluto to be a more geologically dynamic place than we suspected. It's Alan's tenacity that we have to thank for that knowledge. I was head of Caltech's Jet Propulsion Laboratory and Alan was working with Johns Hopkins' Applied Physics Laboratory, and both of our teams submitted competing bids for the mission. Alan won, and he has taken us to a realm of the solar system we would not now be seeing up close without his commitment and persistence.

Stone is the chief scientist for the Voyager Interstellar Mission

PANJABI: JP YIM—GETTY IMAGES; ILLUSTRATION BY JOEL KIMMEL FOR TIME

Christiana Figueres

Force for nature

By Robert Redford

I met Christiana Figueres when I was at the U.N. speaking about the threat of climate change. I've been working on this issue for 40 years, and in this time I've never met anyone quite like Christiana. She is a force of nature—a fierce and gentle fighter who tells it like it is but never wavers in her unrelenting optimism. And she gets results. The agreement at the Paris climate talks last year—the crowning achievement of her nearly six productive years as executive secretary of the U.N. Framework Convention on Climate Change—is the most ambitious global resolution against climate change in human history. Her work shows the world that we can succeed in avoiding catastrophic climate change and become more unified in the process.

How appropriate that this force of nature is leading the charge to preserve the very nature of life on earth. What Christiana is inspiring us to do is nothing short of revolutionary: act as one citizenry to protect the future of all citizenry.

Redford is an actor, director and environmental advocate

PHOTOGRAPH BY FRÉDÉRIC STUCIN
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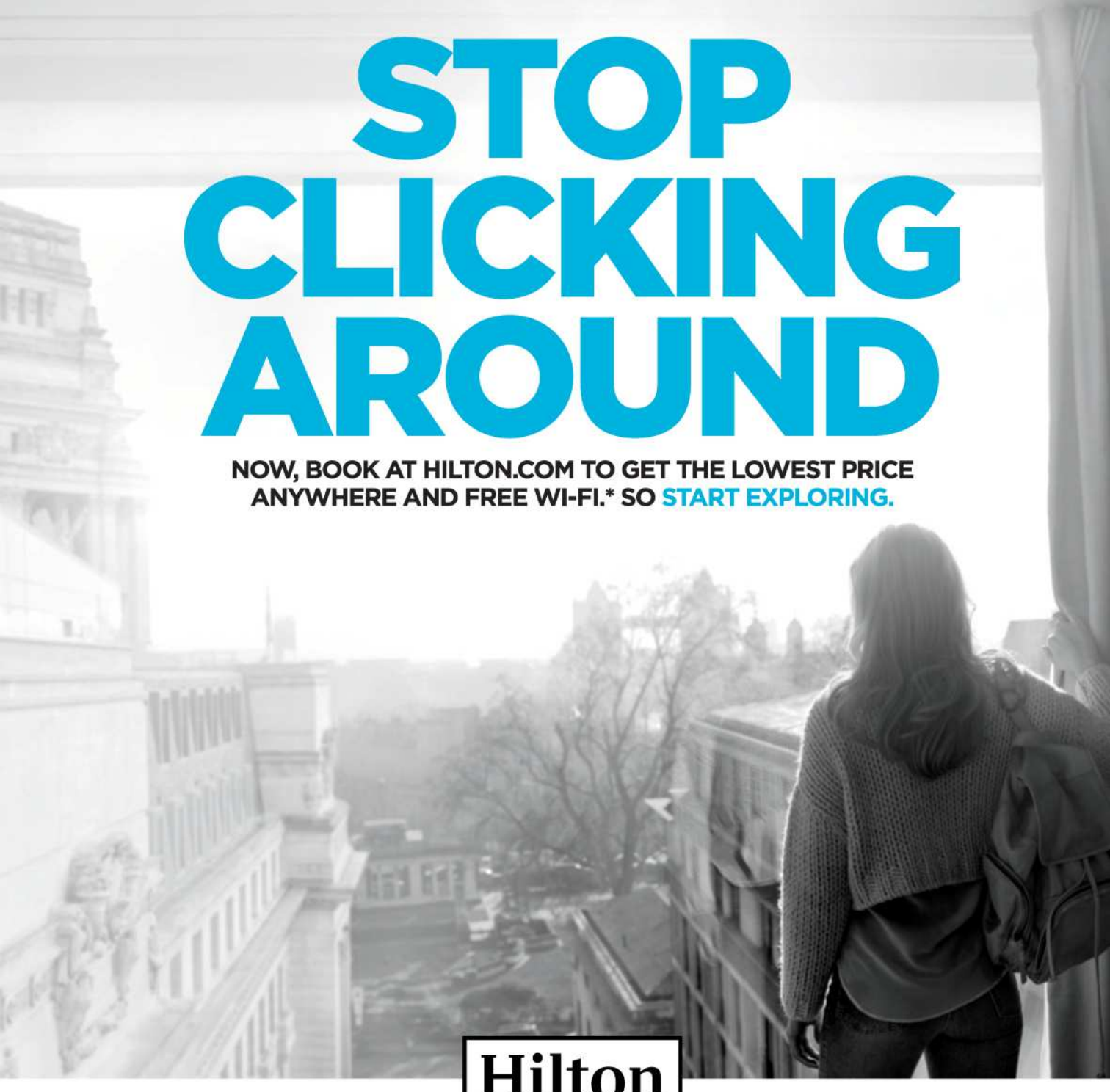

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RESEARCHER › 51; PEDIATRICIAN › 39

Marc Edwards and Mona Hanna-Attisha

Whistle-blowers for Flint

By Rachel Maddow

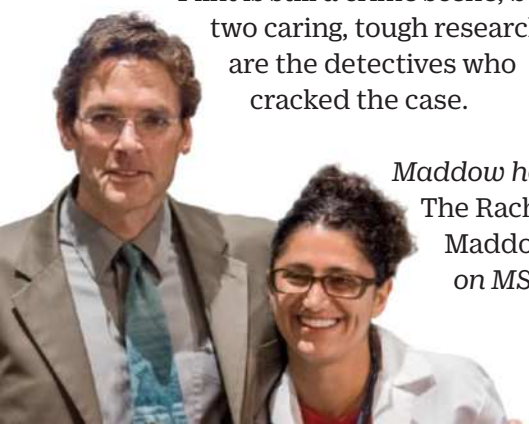
The Flint lead-poisoning disaster is simpler than it seems. Flint's water didn't turn toxic because of long-term neglect or because of some complicated mix of local, state and federal decisions. Flint isn't just a symptom of some larger infrastructure problem in America (although we've got one).

What happened to Flint is one simple story: a city got poisoned because the state government screwed up. The state took over the city's affairs, and then made an ignorant decision about water treatment that ruined the city's pipes and poisoned the town.

Today residents still can't drink straight from the tap. Still, no one delivers clean water to Flint's residents. And the state is apparently in no rush to dig up and replace the pipes it corrupted.

Residents knew something was wrong right away, but to get anyone to listen, it took civil-engineering professor Marc Edwards blowing the whistle on lead in the water and then Dr. Mona Hanna-Attisha, a local pediatrician, testing Flint's kids, proving they'd been poisoned.

Up against official ignorance and indifference, Edwards and Hanna-Attisha were right, they were brave, and they were insistent. Flint is still a crime scene, but these two caring, tough researchers are the detectives who cracked the case.



Maddow hosts The Rachel Maddow Show *on MSNBC*

ACTIVIST › 41

Mussie Zerai

Father to refugees

By Ai Weiwei

At 17, Mussie "Father Moses" Zerai fled the oppressive military regime of his native Eritrea for Rome, where a British priest helped him secure asylum. He soon began volunteering to help other migrants and refugees. For over a decade, this Catholic priest has been a lifeline for thousands of Europe-bound boat migrants

PHOTOGRAPH BY ALEX MAJOLI

in distress, relaying their locations to the Italian coast guard and navy. In 2003, he set up an emergency call center to help with the volume.

A staunch critic of restrictive visa policies and the deep-rooted prejudices behind them, Zerai takes the view that "no one is illegal." Instead, he advocates vocally, tirelessly for solutions to the problems driving people to flee war, persecution or even environmental changes in their home countries, and for more humane policies to help them reach safer conditions.

Ai, an artist and activist, has been working on projects related to the refugee crisis

ZERAI RECEIVES 40 TO 50 PHONE CALLS EVERY DAY FROM REFUGEES SEEKING HELP.

PALEOANTHROPOLOGIST AND EXPLORER › 50

Lee Berger

Fossil hunter

By Jeffrey Kluger

One way scientists know they've had an impact is if they've gotten their peers talking. A better way is getting them arguing. By that measure and others, Lee Berger, a paleoanthropologist at the University of Witwatersrand in South Africa, has had a huge year. Berger rocked the fossil world with the news that he had found a new type of prehuman that lived perhaps 2.5 million years ago. The species, dubbed *Homo naledi,* may not have qualified as a missing link, but it was certainly a strange new one. Just as important was the state of the fossils—1,500 bones representing 15 individuals, one of the biggest collections of all time. They were found in a deep chamber, which, according to Berger, suggests that the species buried their dead, a trait associated only with *Homo sapiens.* Other researchers have questioned both the age of the fossils and the burial theory. What no one doubts is the enormity of the find and that there's a lot to learn from whatever species left it behind.

Kluger is a TIME editor covering science and space

ZERAI: MAGNUM PHOTOS; EDWARDS AND HANNA-ATTISHA: JAKE MAY—AP/THE FLINT JOURNAL; ILLUSTRATION BY JOEL KIMMEL FOR TIME

ADVOCATE › 23

Nadia Murad

A witness for war's victims

By Eve Ensler

Nadia Murad stands in a long, invisible history of fierce, indomitable women who rise from the scorched earth of rape during war to break the odious silence and demand justice and freedom for their sisters. At 19 she lost her home, her country, her culture, her mother to murder; witnessed male members of her family murdered in mass killings; and was kidnapped, sold and endlessly raped by members of ISIS. She now travels the world speaking out on the genocide being inflicted on her Yezidi people and demanding release for the more than 3,000 women still held in bondage.

As Europe closes its borders to terrorized refugees in Greece and the U.S. turns its back on the suffering, Nadia is a beacon of light and truth—a reminder that it was the American-led war in Iraq that laid the path for ISIS, that U.S. arms left behind on the battlefield fell into the hands of ISIS and that the U.S. waited too long to intervene in the mass killing and enslavement of the Yezidi people. At 23, Nadia Murad is risking everything to awaken us. I hope we are listening, because we too are responsible.

Ensler is a playwright and the founder of V-Day, a movement to end violence against women and girls

Murad tells her personal story to the first U.N. Security Council meeting on human trafficking in New York City last year

ENGINEER › 46

Dan Carder

Driver of accountability

By Ralph Nader

Working with his small team of researchers at West Virginia University, Dan Carder exposed a giant corporation's harmful fraud: although VW's diesel-engine cars passed lab tests for EPA regulations for emissions of toxic nitrogen oxides, on the road the cars were emitting up to 35 times as much NOx into the air. The uproar has thrown VW—then the world's largest auto-maker—into a maelstrom of law-enforcement actions, private mass litigation and loss of dealer and customer confidence. Eleven million of its cars will have to be fixed or repurchased—which could cost VW as much as $20 billion. With over 500,000 such diesel cars affected in the U.S. and many millions abroad, why was it Carder who caught the problem, instead of the EPA, 50 state motor-vehicle departments or their counterparts in other countries? Carder's team is not waiting for excuses. As we enter a new era of pro-consumer testing, we can thank Dan Carder for reporting the facts that show the way.

***Nader, a consumer advocate, wrote the landmark book* Unsafe at Any Speed**

MURAD: EDUARDO MUNOZ—REUTERS; KJELLBERG: DAVE J. HOGAN—GETTY IMAGES; JAHREN: MATT CHING; ILLUSTRATION BY JOEL KIMMEL FOR TIME

GEOBIOLOGIST AND AUTHOR › 46

Hope Jahren

Science's great communicator

By Siobhan O'Connor

It is a rare breed of scientist who is both a leader in her field and a great writer, but Hope Jahren is both. A tenured professor at the University of Hawaii at Manoa, Jahren has built a career and a reputation in science by unearthing secrets hidden in fossilized plant life. Her work has resulted in at least 70 studies in dozens of journals, but it's also given her a platform—a megaphone, really—to talk about something else: widespread sexual harassment and discrimination in science. On her blog, in op-eds and in her new memoir, *Lab Girl,* which debuted on the New York *Times* best-seller list, Jahren wields her influence to call out a culture that has caused women to flee the field she so loves. That's why she does it: she loves science. And whether she's writing about lab funding, discrimination or deciduous trees, she has a way of making you love it too.

O'Connor is the editorial director for health at TIME

Jahren in her Hawaii lab tending to plants for a recent experiment

ENTERTAINER › 26

Felix Kjellberg (a.k.a. PewDiePie)

The pied piper of YouTube

By Trey Parker

The first time my stepson showed me a PewDiePie video, it made me feel old. Most of the screen was a video game—except a small box in the corner, which showed the 20-something guy playing it. Every few seconds, he'd make a joke or react to events with an exaggerated facial expression. I remember thinking, What the hell is this?

But the more we saw, the more I understood why Felix Kjellberg, with some 43 million subscribers, is the most-watched person on YouTube. He's charming and funny, and he knows how to edit himself. And he has turned passive gaming into active, enjoyable entertainment.

I know it might seem weird, especially to those of us from an older generation, that people would spend so much time watching someone else play video games. (That was actually a plot thread in our PewDiePie *South Park* episode.) But I choose to see it as the birth of a new art form. And I don't think anyone should underestimate its most powerful artist.

Parker is a co-creator of South Park

CHEF › 46

Roy Choi

Culinary trailblazer

By Anthony Bourdain

Roy Choi first changed the world when he elevated the food-truck concept from "roach coach" to highly sought-after, ultra-hot-yet-democratic rolling restaurant. It was a new entrepreneurial model that allowed talented culinarians to make their mark without hundreds of thousands of dollars in investor money. Choi's Kogi trucks also pioneered the use of social media as a marketing tool.

Now he and fellow chef Daniel Patterson are changing the world with their ambitious startup, LocoL, whose goal is to bring healthy food, at an affordable price, to underserved inner-city neighborhoods across America while employing residents of those neighborhoods—basically, replacing traditional fast food with a more positive, socially responsible institution. Chef, activist, film producer, restaurateur and author of a superb memoir, *L.A. Son: My Life, My City, My Food,* Roy Choi has put it all on the line to improve the quality of life for people few others seem to care about. It's not a pose, it's not a cause: it's who he is.

Bourdain is an acclaimed chef and author and the host of CNN's Anthony Bourdain: Parts Unknown

Choi at Haven, an Oakland, Calif., eatery owned by his business partner, Patterson

JAKE STANGEL—AUGUST

FOR THE UP-ALL-NIGHTERS

AND THE UP-ALL-NIGHTERS.

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ENVIRONMENTALIST › 54

Sunita Narain

Clearing the air

By Amitav Ghosh

Sunita Narain's ideas have shaped some of the key debates of our time. A paper that she co-authored in 1991 remains to this day the foundational charter of the global climate-justice movement.

As an activist, Narain is a pioneer. She and the organization that she heads, the New Delhi–based Centre for Science and Environment, have been campaigning to reduce the Indian capital's dangerous air-pollution levels for almost two decades. Despite resistance from many quarters, some of their key recommendations have been embraced by the courts.

Narain has also consistently opposed the kind of elite conservationism that blames environmental problems on the poor. Instead she has advocated policies that recognize India's forest dwellers and indigenous peoples as essential custodians of their environments. Hers is a voice that urgently needs to be heard in this era of climate change.

Ghosh's most recent novel is Flood of Fire

***NARAIN IS THE EDITOR OF THE ENVIRONMENTAL BIWEEKLY* DOWN TO EARTH.**

‹ Luckey with an Oculus Rift at Facebook's headquarters in Menlo Park, Calif.

INVENTOR › 23

Palmer Luckey

Architect of new worlds

By Ridley Scott

Virtual reality is no longer the future. It is here now, and we saw firsthand, while working with Palmer Luckey and his team at Oculus on *The Martian* VR, how VR has opened up a new world of storytelling. The technology Palmer has shepherded has made it possible to experience storytelling in ways we previously could only imagine. It allowed us to invite everyone to go to Mars and to truly experience what astronaut Mark Watney did. It was especially gratifying after we had gone to such great lengths to ensure the accuracy of the film, including by partnering with NASA's Jet Propulsion Laboratory. I have always loved creating and interpreting new worlds, and having the opportunity to do so in a full 360-degree scope was thrilling. Because of Palmer's entrepreneurial and innovative nature, the needle for VR has moved from impractical to endlessly possible.

Scott's films include Gladiator, Black Hawk Down *and* Blade Runner

SURGICAL ONCOLOGISTS › 59, 51

Laura Esserman and Shelley Hwang

Breast-cancer doctors who dare to do less

By Melissa Etheridge

I know what it feels like to have a breast-cancer diagnosis. The knee-jerk reaction is: Just cut them off. I kept thinking I just didn't want to die. That's why I'm so grateful that my surgeon was conservative and said, "No, no, no. This can be taken care of with a lumpectomy." I had surgery, I've got some scars, but I still have two breasts. For women, our instincts are to protect our family and sacrifice some of ourselves. We've been way too eager to do that. So I'm happy to see doctors like Laura Esserman and Shelley Hwang, who are at the top of their field, saying, "Whoa, let's put a brake on all these radical surgeries. Maybe there is a middle step. Let's try that before we go to the radical step." These doctors' groundbreaking research is starting to bear out the fact that women have more options.

I think female doctors understand breast cancer from the point of view of keeping the body as whole as possible. Because the body as a whole can be an amazing, amazing thing.

Etheridge is a musician and activist

LUCKEY: GREGG SEGAL FOR TIME; NARAIN: CENTRE FOR SCIENCE AND ENVIRONMENT; ILLUSTRATIONS BY JOEL KIMMEL FOR TIME

ENERGIZER ULTIMATE LITHIUM LASTS LONGER THAN

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AND YOUR DRAMATIC QUITTING FANTASY

AND THE DAY YOU FINALLY WALKED AWAY

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SEBASTIAN KIM FOR TIME

ACTIVIST › 66

Caitlyn Jenner

The courage to be herself

By Wayne Maines

I was a senior in high school when Caitlyn won her gold medal at the 1976 Olympics. Her victory in the decathlon provided a positive role model for our nation—and created a hero for me. Having the courage to come out at this stage of her life makes her an even bigger hero.

My daughter Nicole is also my hero. As a child, she came out innocently. She didn't know that people would fear her. Caitlyn did know the consequences of coming out. Because no matter where you come from, how famous you might be or how much money you have, letting America see you in such a vulnerable way is daring and admirable—not self-serving.

I have the greatest respect for her courage and commitment to truth. The courage that she displays is helping challenge society to change. I am so pleased that she has fulfilled her dreams and that she is now helping our children do the same.

Maines is a father and transgender-rights activist in Maine

COMEDIAN › 33

Aziz Ansari

TV's new romantic

By Ilana Glazer and Abbi Jacobson

As people who shoot in New York, we know there's no way to have an on-location show there that's generic. It always ends up becoming specific. And on Netflix's *Master of None,* you see New York through Aziz Ansari's eyes. Each episode is its own little experience: the way Aziz talks about his ethnicity and career is so interesting, and the entertainment-industry world he writes about is hysterical and on point.

Our shows are really different; Aziz shows people in a slightly more settled phase of life. As Dev, an aspiring actor, Aziz is looking for love in a more openly sentimental way than we usually see on TV. It's inspiring to see him experiment and break the mold. The episode "Mornings," a time lapse of days Aziz's character spends with his girlfriend, felt different from anything on TV; so did "Nashville," where his foodie character missed a flight because he was buying barbecue sauce.

MODERN ROMANCE, *ANSARI'S BOOK ABOUT DATING, CAME OUT IN 2015.*

Aziz is obsessed with food too. When we went to Mission Chinese Food with him, we just let him order. We knew it would be good—and it was amazing.

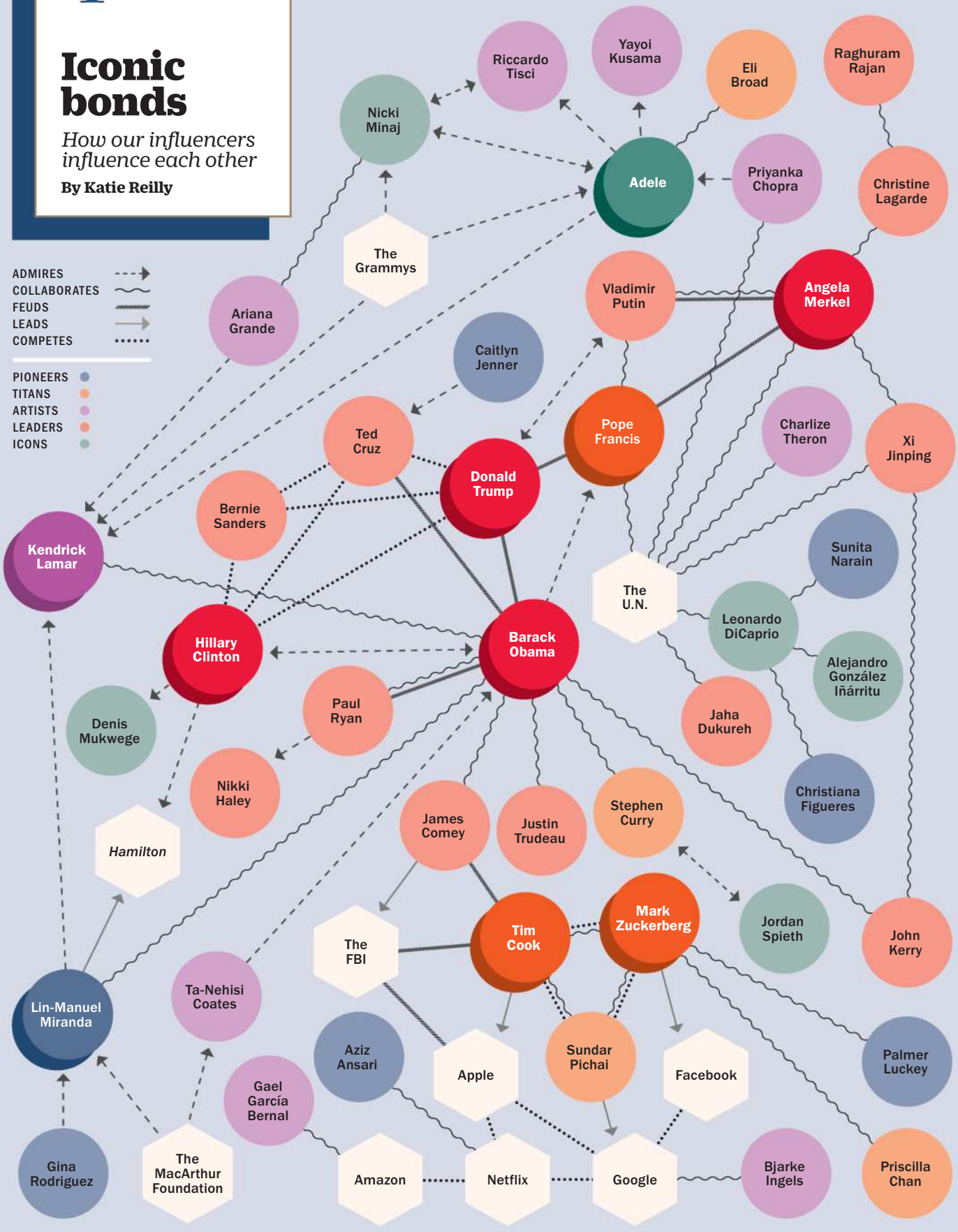
Glazer and Jacobson are the creators and stars of Broad City

PHOTOGRAPH BY MARTIN SCHOELLER FOR TIME

Iconic bonds

How our influencers influence each other

By Katie Reilly



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TITANS

'The only way to achieve our full potential is to channel the talents, ideas and contributions of every person in the world.'

MARK ZUCKERBERG AND PRISCILLA CHAN,
in an open letter to their daughter

PHOTOGRAPH BY BEN HASSETT FOR TIME

Priscilla Chan and Mark Zuckerberg

The future of giving

By Bill and Melinda Gates

We admire Priscilla Chan and Mark Zuckerberg's vision of an interconnected world where all people have a chance to make the most of their talents. Priscilla and Mark are curious. Ambitious. Thoughtful. Open-minded and bighearted. Willing to learn and grow. And they care deeply about fixing the inequities they see in the world. Mark already built a company that changed the way people connect, and Priscilla devoted herself to the health and well-being of children by becoming a pediatrician. Now they have inspired people around the world by creating the Chan Zuckerberg Initiative and committing 99% of their wealth to taking on challenges like improving education, curing disease, connecting people and building strong communities. Changing the world once was not enough for them. We can't wait to see what they'll do in the decades to come.

The Gateses founded the Bill & Melinda Gates Foundation

‹ *Curry's Golden State Warriors went 73-9 this season, breaking the record for wins held by Michael Jordan's 1995–96 Chicago Bulls*

NBA MVP › 28

Stephen Curry

Shooting star

By Misty Copeland

Many people wouldn't naturally think of the similarities between a ballerina and an NBA player. Yet the lifetime of training and the discipline it takes mentally, emotionally and physically are certainly shared attributes. Coincidentally, I took my first ballet class on a basketball court at the Boys & Girls Clubs of America. Growing up with a family of sports lovers, I was raised watching basketball stars reign not just on the court but also in our home and throughout pop culture.

Many of our sports heroes are sold to us based on their superhuman skill level. But every so often we get to experience one who combines these superior physical gifts with humility and grace while also letting us into his life to share the journey to greatness with him.

I'm in awe every time I see Stephen Curry play. He combines a never-before-seen skill set with the panache and flair of a great performance artist. These skills and an amazing sense of the moment allow him to fearlessly lead his record-setting team by simultaneously fitting in and standing out, allowing his teammates to thrive and willing them to victory time and again.

My definition of a role model is someone who maximizes their potential to push the boundaries of their circumstances with passion, purpose, integrity and the sensitivity to know they are setting an example for others along the way. Stephen Curry is a true role model. I can relate to his underdog story. He is showing us all how through belief in yourself, hard work and dedication, it is possible to achieve your dreams, prove your doubters wrong and go from an underdog to a Warrior. Lucky for us, he's just getting started.

Copeland is the first African-American principal ballerina with the American Ballet Theatre

PHOTOGRAPH BY DYLAN COULTER

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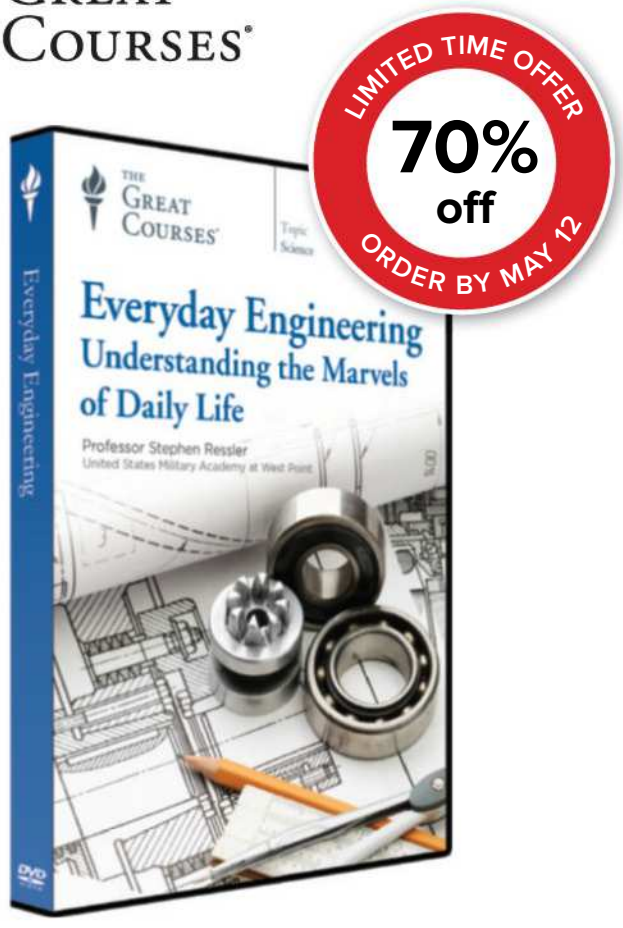

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Broad in his eponymous art museum in Los Angeles, which opened in September

SPENCER LOWELL FOR TIME

PHILANTHROPIST › 82

Eli Broad

Renaissance man

By Michael Bloomberg

Eli Broad is one of the world's most successful entrepreneurs—not only in business but in philanthropy too.

The two *Fortune* 500 companies he built (KB Home and SunAmerica Inc.) have helped millions of people achieve their aspirations of owning their own homes and retiring with security. As a philanthropist, he seeks out the most promising ideas on a wide variety of issues—and we happen to share a passion for education reform, medical research, gun safety and the arts.

Eli has helped spur an artistic renaissance in Los Angeles, and the Broad Prize for Urban Education (an honor New York City received when I was mayor) has helped drive progress in schools across the country. His support for medical research and commonsense gun laws is helping save lives.

It's hard to say whether Eli has done more good for the world through his work in business or philanthropy—and that's saying an awful lot about both.

Bloomberg, founder of Bloomberg LP and Bloomberg Philanthropies, is the former mayor of New York City

BEFORE BROAD AND HIS WIFE TURNED TO CONTEMPORARY ART, THEIR FIRST MAJOR PURCHASE WAS A VAN GOGH DRAWING.

PRODUCER › 62

Kathleen Kennedy

Cinematic explorer

By Tony Kushner

When Kathy Kennedy told me that she'd been offered the job of running Lucasfilm, I hadn't seen it coming, but I wasn't surprised, exactly. Since her legendary career is defined by her refusal to be easily definable, Kathy will surprise me only if she's ever unsurprising, and I'm not worried. She's produced many of Steven Spielberg's greatest films, she's produced action franchises and extraordinary indie improbables like (back-to-back) *Persepolis* and *The Diving Bell and the Butterfly.* Now she's de facto empress of a far-faraway cosmos, which seems to me the best thing that's happened to big movie franchises since she joined Spielberg in creating the form. In her remarkably quiet way, eschewing as she always does the usual fanfare and pronouncements, Kathy's already doing her thing, melding tradition and innovation, acknowledging and upending expectation, insisting that *genre* is, finally, a meaningless word for artists. However galactically vast the distances separating the worlds she brings to life, the constant in Kathy Kennedy's career is her interest in investigating liberation, equality, justice, community—the decidedly human concerns that constitute the core of the art of making films.

Kushner is a Pulitzer Prize–winning playwright

PHOTOGRAPH BY
MARCO GROB FOR TIME

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TYCOON > 61

Wang Jianlin

China's dealmaker

By Hannah Beech

He owns the world's largest cinema chain, China's biggest commercial property firm, a Hollywood studio and part of a Spanish soccer club. One of his American movie companies nabbed an Oscar for *Spotlight*. But Wang Jianlin—China's richest man, by many accounts—isn't done yet. He is diversifying into hospitals and Indian real estate. This year, as part of his Dalian Wanda Group's foreign spending spree, Wang announced plans to build a leisure megaproject in France that will compete with Disneyland Paris. In a country where billionaires boast rags-to-riches tales, Wang, an ex-soldier in the People's Liberation Army, isn't unusual. Nor are his connections to China's political elite, which surely aided his ascent, even as Wanda's debts have piled up. But unlike other Chinese tycoons, Wang is a showman, as comfortable hosting Hollywood actors as he is serenading employees with rock songs. The beat goes on for China's emperor of entertainment.

Beech is TIME's East Asia bureau chief

GOOGLE CEO > 43

Sundar Pichai

The Internet's chief engineer

By Bill Nye

Sundar Pichai has helped change the world. Last summer he became the CEO of Google. You can look him up, er, I mean, you can Google him. He was the head guy on Google Drive. That's the original term for "the cloud." He worked on Google Chrome, Gmail and Android phones. A great many of us can't tell which side of a street we're on without checking Google Maps. He was born in Chennai, India, to a poor family, and discovered an aptitude for numbers when his family got its first telephone, a rotary, when he was 12.

He is an engineer. So is his wife. Engineers use science to solve problems and make things. Engineering applies a combination of logic and intuition to problem solving. It's a way of thinking that leaves one well suited to run a company. We are all watching for what he produces next.

Nye is a science educator and the author of Unstoppable: Harnessing Science to Change the World

SEVEN YEARS AGO, PICHAI PERSUADED HIS BOSSES TO LET HIM CREATE GOOGLE CHROME. IT IS NOW THE MOST POPULAR INTERNET BROWSER IN THE WORLD.

PICHAI: UDIT KULSHRESTHA—GETTY IMAGES/BLOOMBERG; ILLUSTRATION BY JOEL KIMMEL FOR TIME

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Pope Francis greets well-wishers in Philadelphia in September

BISHOP OF ROME > 79

Pope Francis

The standard bearer

By Joe Biden

For six days in September, Pope Francis captivated America.

I saw it as President Obama and I welcomed him to the White House, overflowing with admirers. I saw it as he addressed Congress, and tens of thousands of well-wishers gathered on our National Mall. Thousands more saw it as he traveled to New York City and Philadelphia, and still more across the country felt his presence even hundreds of miles away.

He's electrified the world because he embodies the basic tenets of Catholic social doctrine that also cut across all great faiths—everyone is entitled to be treated with dignity; we have an obligation to help the poor; we have responsibilities to one another and to our planet.

And he embodies our collective obligation to give meaning to these universal principles, that faith is a gift revealed not just in what we believe but also in what we do together. That's especially the case in America, where the history of our journey is always in the direction of inclusiveness and acceptance, toward expanding rights and recognizing differences, and where everyone is welcome.

Biden is the Vice President of the United States

THE PONTIFF HAS TRAVELED TO 11 COUNTRIES IN THE PAST YEAR, INCLUDING MEXICO, UGANDA AND CUBA.

JEWEL SAMAD—POOL/PRENSA INTERNACIONAL/ZUMA WIRE

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Dwayne Johnson

Action hero, future President

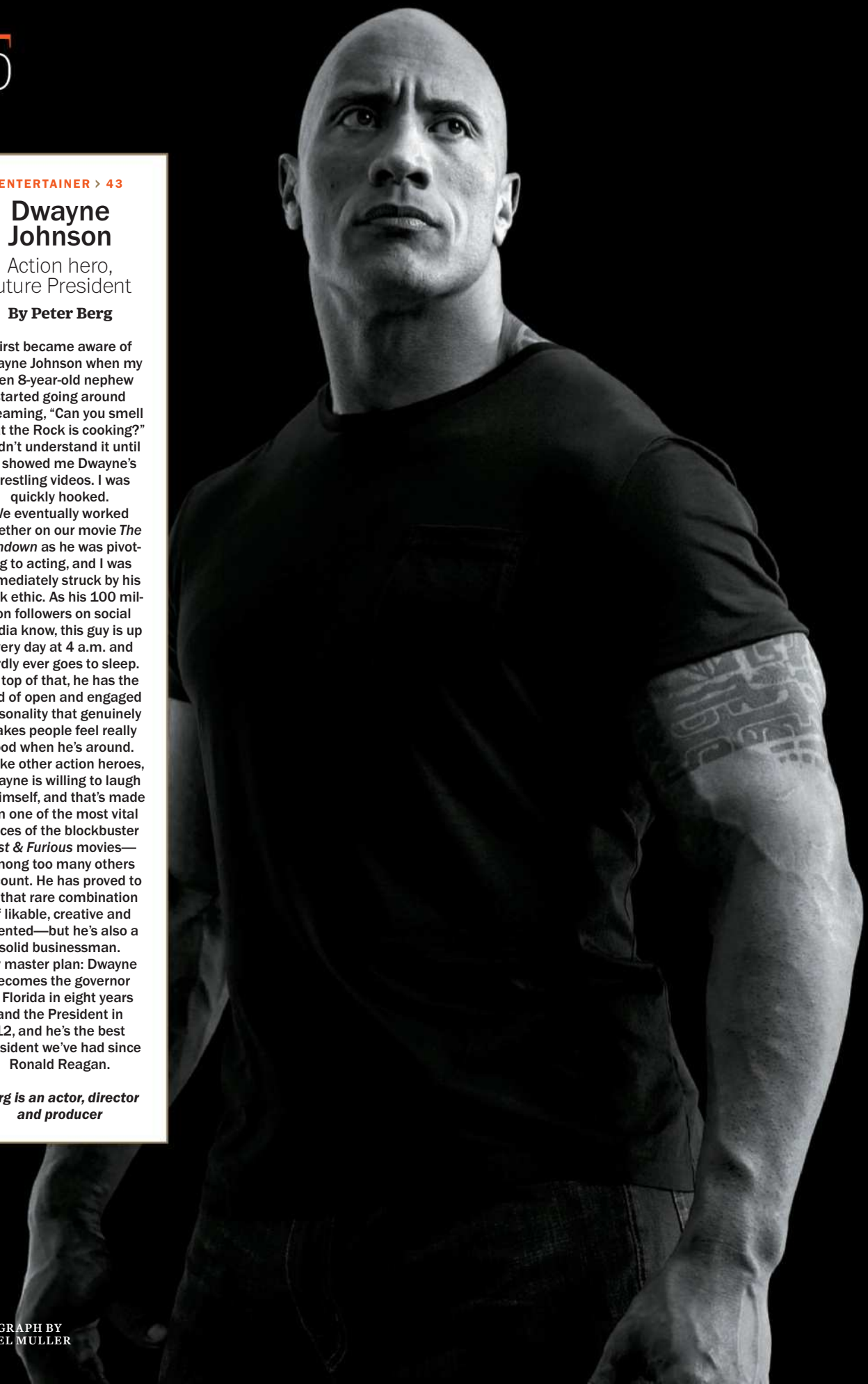
By Peter Berg

I first became aware of Dwayne Johnson when my then 8-year-old nephew started going around screaming, "Can you smell what the Rock is cooking?" I didn't understand it until he showed me Dwayne's wrestling videos. I was quickly hooked.

We eventually worked together on our movie *The Rundown* as he was pivoting to acting, and I was immediately struck by his work ethic. As his 100 million followers on social media know, this guy is up every day at 4 a.m. and hardly ever goes to sleep. On top of that, he has the kind of open and engaged personality that genuinely makes people feel really good when he's around. Unlike other action heroes, Dwayne is willing to laugh at himself, and that's made him one of the most vital pieces of the blockbuster *Fast & Furious* movies—among too many others to count. He has proved to be that rare combination of likable, creative and talented—but he's also a solid businessman.

My master plan: Dwayne becomes the governor of Florida in eight years and the President in 12, and he's the best President we've had since Ronald Reagan.

Berg is an actor, director and producer



PHOTOGRAPH BY MICHAEL MULLER

Setting a world record in the 800-m in August 2015 in Kazan, Russia

SWIMMER › 19

Katie Ledecky

Speed demon

By Janet Evans

A swim meet has eight lanes with swimmers battling one another to touch the wall first, sometimes by only hundredths of a second.

But when Katie Ledecky is in the water, it's like no one is around her. And many times, no one is.

I never thought I would see one person win the 200-m, 400-m, 800-m and 1,500-m freestyle in the same World Championships, which is exactly what Katie did last summer. And even more impressive, she did it as an 18-year-old.

What I like most is that Katie doesn't worry about the expectations that others may put on her. She has a maturity and singular focus that is an inspiration for people of all ages, in all walks of life.

Supported by an amazing family, Katie is a role model for how she defines achievable targets, focuses on her particular task at hand and attacks the process every day to surpass her goals. Then she doesn't rest on what she's accomplished but resets what she can achieve and tackles those goals as well.

LEDECKY IS PUTTING OFF GETTING HER DRIVER'S LICENSE UNTIL AFTER THE RIO GAMES.

Katie is not telling people what they can do, she's showing them how they can do it.

Evans, a four-time Olympic gold-medal swimmer, is the first American woman to concurrently hold the world records in the 400-m, 800-m and 1,500-m freestyle events, which are now all held by Ledecky

JOHNSON: TNT; LEDECKY: CLIVE ROSE—GETTY IMAGES; ILLUSTRATION BY JOEL KIMMEL FOR TIME

SAUDI ARABIA'S CROWN PRINCE › 56

Mohammed bin Nayef

Guardian of the kingdom

By Leon E. Panetta

Mohammed bin Nayef, or MBN, as he is known, plays an indispensable role protecting the kingdom founded by his grandfather. As intelligence chief, he decimated al-Qaeda in Saudi Arabia, penetrating plots, cracking down on funding and promoting deradicalization. In 2009 he came to my office at Langley and described his encounter with a young jihadist who had offered to renounce radicalism and turn himself in. Instead, the jihadist detonated a suicide bomb. MBN, seated just inches from him, walked away with only a few small cuts. His survival helped burnish his legendary status as protector of the realm. After the death of his uncle King Abdullah in 2015, MBN became the first of his generation to be placed in line for the throne. Today he shoulders one of the heaviest burdens in the Middle East: defending his country amid a rising tide of threats from ISIS, al-Qaeda and a resurgent Iran.

Panetta has served as Secretary of Defense, CIA Director, White House chief of staff and Budget Director, and Congressman from California

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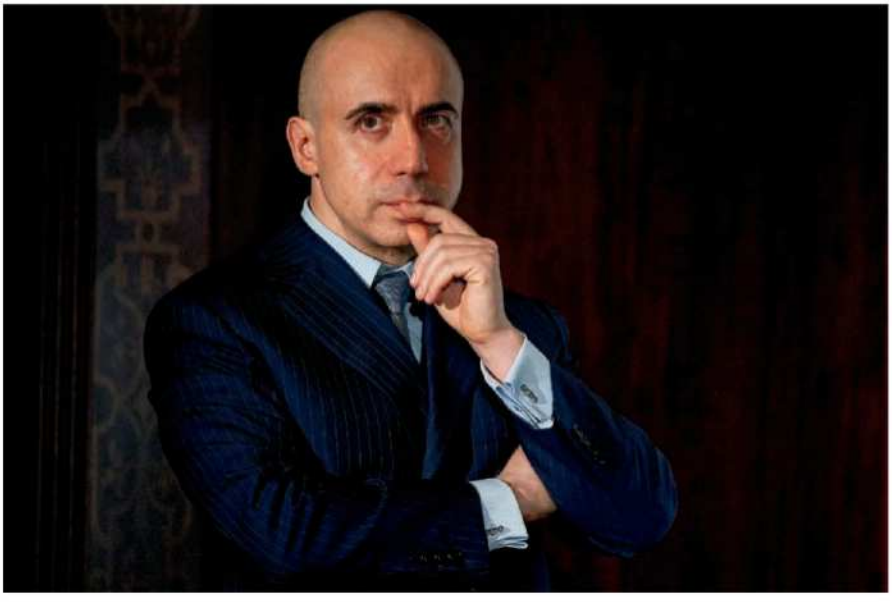

VENTURE CAPITALIST › 54

Yuri Milner

Investor in moon shots

By Stephen Hawking

Yuri Milner is something of a visionary. He sees that while there are many good causes and pressing problems, ultimately our chances of thriving as a species depend on tending and feeding the precious flame of knowledge.

His investments take the long view. Shifting the culture toward one more committed to science and its virtues of curiosity and reason. Supporting fundamental but underfunded quests, such as the search for life in the universe and a path to interstellar travel. Moon-shot projects that may take decades but, if they succeed, will transform our relationship to the cosmos.

At the core of his vision is a sense of scale. A deep respect for the universe, in its immensity, and for human beings, whose minds can somehow span it.

Hawking, a theoretical physicist, is collaborating with Milner on Breakthrough Starshot, a project to develop the technology necessary to send a spacecraft to Alpha Centauri, a star system 4.37 light-years away from Earth

BREAKTHROUGH LISTEN, MILNER'S $100 MILLION INITIATIVE TO FIND SIGNS OF INTELLIGENT LIFE IN THE UNIVERSE, RELEASED ITS FIRST BATCH OF DATA IN APRIL.

ENTREPRENEURS › 33, 34

Binny Bansal and Sachin Bansal

E-commerce upstarts

By Lev Grossman

Binny Bansal and Sachin Bansal (no relation) started Flipkart in 2007 as an online bookstore. For seed money, they pooled their savings: around $10,000. Their data center was their apartment in Bangalore. So it could have been the height of arrogance when the two Bansals, who had worked together at Amazon, told investors Flipkart could be worth $100 million in a decade. It turned out to be modesty: Flipkart now has 75 million users and a $13 billion valuation. And Binny and Sachin do have modest lifestyles, by billionaire standards, but they're also nimble tacticians and hardheaded realists, and they dream big. India's vast marketplace—nearly four times as populous as the U.S., more open than China, with a wondrous dearth of entrenched brick-and-mortar superstores—is the biggest prize left in the e-commerce universe. They'll have to fight it out with foreign heavyweights like Amazon and Alibaba, but it's safe to say that no one is going to underestimate Binny and Sachin again.

Grossman is a senior writer for TIME covering culture and technology

MILNER: NIKLAS HALLE'N—AFP/GETTY IMAGES; ILLUSTRATIONS BY JOEL KIMMEL FOR TIME

CEO > 55

Tim Cook

Apple's core

By Bob Iger

Apple is known for elegant, innovative products that change the world by transforming how we connect, create and communicate, as well as how we work, think and act. Its continued success requires a leader of great courage and character who demands excellence, upholds the highest ethical standards and routinely challenges the status quo, including encouraging vital conversations about who we are as a culture and a community.

Tim Cook is that kind of leader.

Cook manages Apple's sprawling empire from his spare Cupertino, Calif., office

Behind his soft-spoken demeanor and Southern manners is a focused fearlessness that comes from deep personal conviction. Tim is committed to doing the right thing, in the right way, at the right time and for the right reasons. As CEO, he's led Apple to new heights, and he continues to build a global brand that is universally recognized as an industry leader and widely respected for its values.

Iger is the chairman and CEO of the Walt Disney Co.

COOK HAS CHAMPIONED PERSONAL PRIVACY, EVEN WHEN IT MEANT FACING OFF AGAINST THE FBI OVER IPHONE ENCRYPTION.

MICHELE ASSELIN FOR TIME

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By the numbers

How our influencers stack up

By Maya Rhodan

Viewers

Average TV audience *(2015–16 season)*

- **Taraji P. Henson** — **17.7 Million** *Empire*
- **Lester Holt** — **9.1M** *NBC Nightly News*
- **Priyanka Chopra** — **9.0 M** *Quantico*
- **Gina Rodriguez** — **1.7M** *Jane the Virgin*
- **Caitlyn Jenner** — **1.1 M** *I Am Cait*

Revenue

Global box office *(April 2015–present)*

- **Oscar Isaac** — **$2.1 Billion** *Star Wars, Ex Machina*
- **Leonardo DiCaprio** — **$519.9 M** *The Revenant*
- **Charlize Theron** — **$378.4 M** *Mad Max: Fury Road*
- **Melissa McCarthy** — **$268.8M** *Spy, The Boss*

Coverage

Google News mentions *(April 2015–present)*

- **Donald Trump** — **5.9 Million**
- **Hillary Clinton** — **4.5M**
- **Bernie Sanders** — **4.2 M**
- **Ted Cruz** — **2.8M**

Reach

Active users

- **Mark Zuckerberg** — **1.6 Billion** *Facebook*
- **Tim Cook** — **1.0 B** *iOS devices*
- **Sundar Pichai** — **1.0 B** *Gmail*

Fans

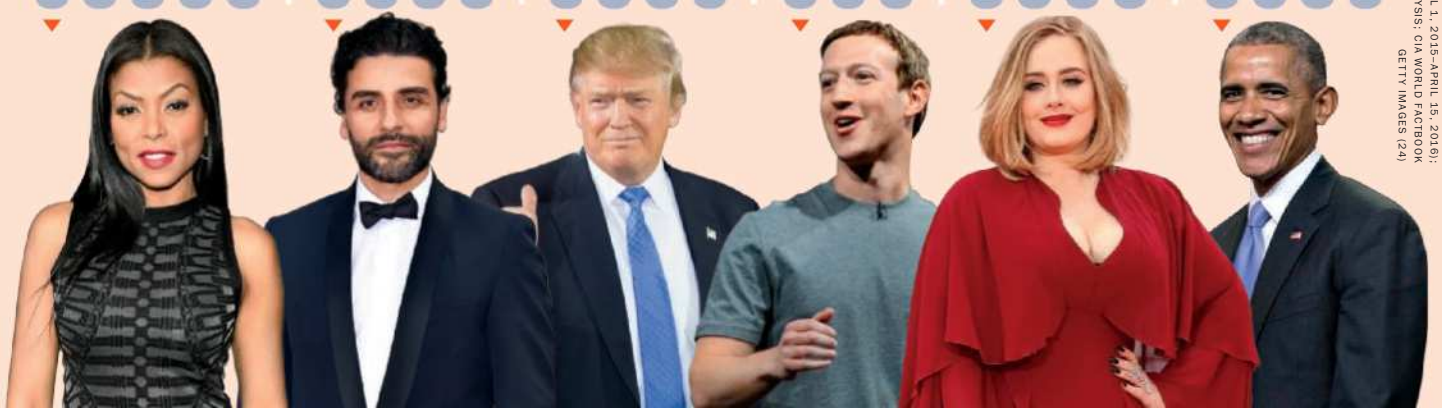
Facebook likes

- **Adele** — **64.8 Million**
- **Nicki Minaj** — **42.7 M**
- **Ariana Grande** — **29.0 M**
- **Kendrick Lamar** — **7.9 M**

Economy

Est. GDP *(2015)*

- **Barack Obama** — **$17.9 Trillion** *U.S.*
- **Xi Jinping** — **$11.4 T** *China*
- **Angela Merkel** — **$3.4 T** *Germany*
- **Vladimir Putin** — **$1.2 T** *Russia*



SOURCES: NIELSEN (LIVE +7 RATINGS); BOX OFFICE MOJO (GROSSES FROM APRIL 1, 2015–APRIL 15, 2016); GOOGLE NEWS (HITS FROM APRIL 1, 2015–APRIL 15, 2016); GOOGLE; APPLE; FACEBOOK (LIKES AS OF APRIL 1, 2016); U.S. BUREAU OF ECONOMIC ANALYSIS; CIA WORLD FACTBOOK

GETTY IMAGES (24)

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TIME 100

ARTISTS

'The girl next door's face has changed. She does not come from a particular place ... She can be anyone from anywhere.'

PRIYANKA CHOPRA,
on the need for diverse casting

PHOTOGRAPH BY BEN HASSETT FOR TIME

ACTOR › 33

Priyanka Chopra

A star rising higher

By Dwayne Johnson

Before ever meeting Priyanka Chopra, I had heard her name coming out of Bollywood and was impressed: she was beautiful, talented, had made nearly 50 movies, earned multiple awards—a massive star. When we connected around the time she started *Quantico,* we immediately hit it off. She has drive, ambition, self-respect, and she knows there's no substitute for hard work. We always quote the saying "Wear your success like a T-shirt, not like a tuxedo," and she really does—as big a star as she is, as global as she is, as beautiful as she is, there's this interesting quality of relatability.

Now I'm lucky enough to be working with her on *Baywatch*. It's an amazing time to watch as she pierces the U.S. market. She has an ability to inspire people to do more and achieve more. When I look at her success from the 50,000-ft. view and see everything that Priyanka has already done, is currently doing and has the desire and the bandwidth to do, I can see that her impact is going to be invaluable.

Johnson is an actor and producer and a co-founder of Seven Bucks Productions

ARTIST › 87

Yayoi Kusama

The eternal radical

By Marc Jacobs

I first met Yayoi Kusama in 2006 when I visited her studio in Tokyo. I'd been told she was quite a special person, and it was incredibly true. She arrived to meet me in a colored wig and a caftan-like creation of hers with all her signature spots. Her eyes never left mine, and she held my hand often as she talked to me. She kept repeating certain phrases: "We must create, we must create, it's im-

KUSAMA'S INFINITY MIRRORED ROOM WAS THE BROAD MUSEUM'S INAUGURAL INSTALLATION.

portant that we create." We spent a few hours together, and every time I tried to leave, she'd pull me back in. It made perfect sense with the art she creates—the intensity, the repetition. She just felt like the embodiment of what she makes.

This is a woman who's been around for a very long time, who's done some really radical and revolutionary things in the art world. I admire her unapologetic dedication to her vision, which still allows for plenty of growth and change. When people look back at her work decades from now, they'll see that her idea of creation and infinity has an eternal endurance.

Jacobs is a fashion designer and the former creative director of Louis Vuitton

Kusama at work in her studio in Shinjuku, Tokyo, in April

PHOTOGRAPH BY ALEX MAJOLI FOR TIME

THERON: ROBERT GAUTHIER—LOS ANGELES TIMES/CONTOUR/GETTY IMAGES

ACTOR AND ACTIVIST > 40

Charlize Theron

Straight talker on HIV prevention

By Blake Mycoskie

A lot of celebrities know how to raise awareness. Charlize Theron is different. First, she is deeply, deeply involved in the actual work of her foundation, the Charlize Theron Africa Outreach Project; for the past nine years she has spent a lot of time in southern Africa with young people, helping them protect themselves from HIV. Second, she's incredibly results-oriented and knows her programs really well. And third—and this is what makes her particularly effective with people who can make stuff happen—she's not afraid to say what's on her mind. I've never met anyone who holds less back. That means people trust her, which helps spread her influence. We've been giving kids shoes for 10 years at Toms, and what we've found is that making kids feel special is just as important as putting shoes on their feet. Charlize's work is the same: the work she's doing is important, but the way she goes about it, by building kids' self-esteem, is just as valuable.

Mycoskie is the founder of Toms Shoes

THESPIAN > 56

Mark Rylance

Muse and inspiration

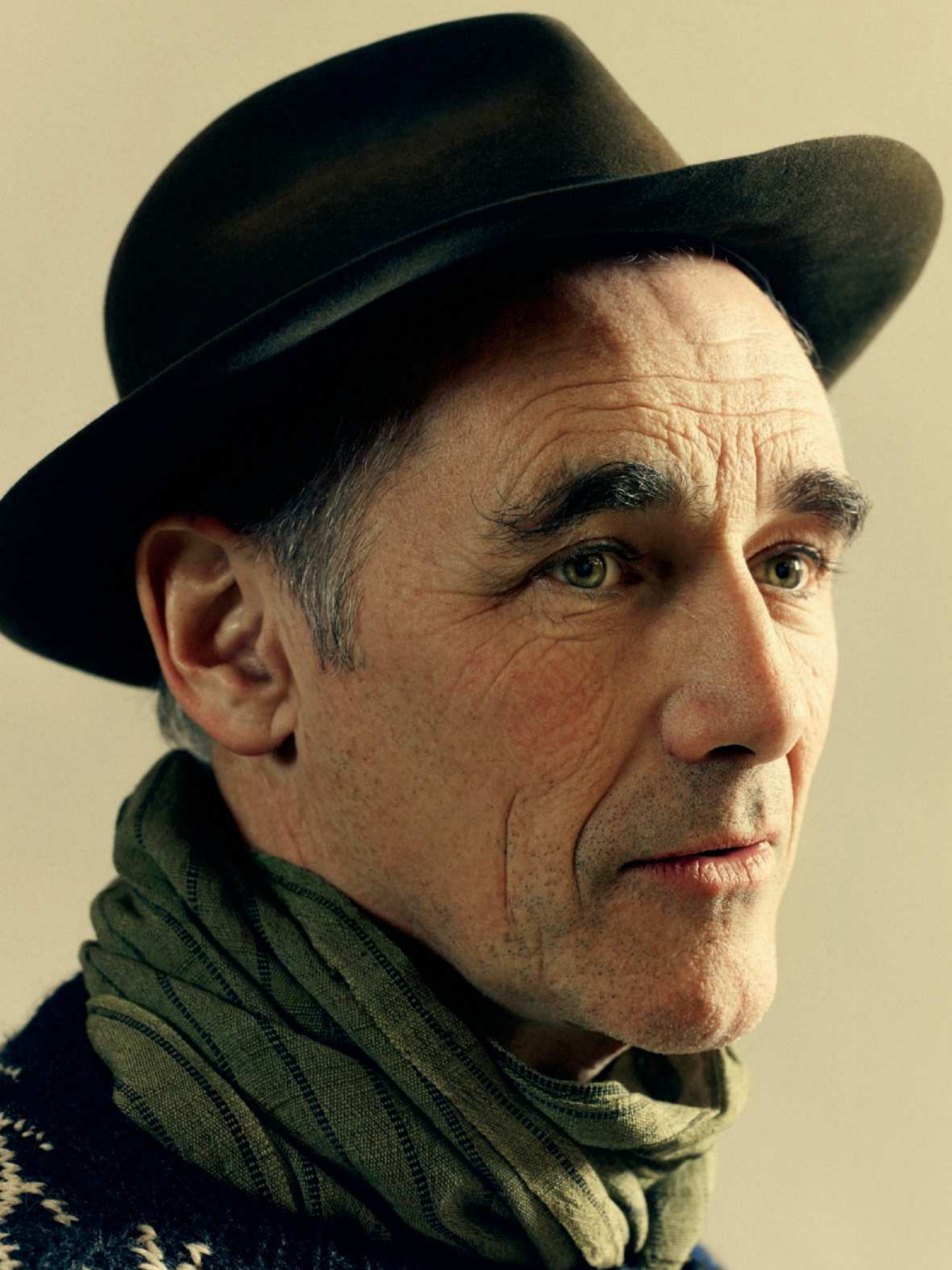
By Steven Spielberg

I offered Mark Rylance a significant supporting role in 1987 in my film *Empire of the Sun*—and he turned it down. A play had caught his fancy, and anyway, I sensed he was suspicious about film acting. Who could blame him? For actors who have given their lives to theater, making movies must be like lurching in the backseat of a car while the driver keeps working the brake. When Mark does a play, nobody says, "Cut," only "Curtain" after a few uninterrupted hours. Legions of young thespians look to Mark as their muse and inspiration. From *Boeing-Boeing* to *Jerusalem* to *Twelfth Night,* the impact he's had on classical and contemporary theater is the stuff of legend. A winner of three Tony Awards, two Olivier Awards and now an Oscar, Mark glimpses these honors with gratitude and humility, but his heart belongs to a good story. His soul is pure. He just loves to act.

RYLANCE HAS PERFORMED THE ROLE OF HAMLET MORE THAN 400 TIMES IN HIS LIFE.

Spielberg, a three-time Oscar-winning director, directed Rylance in Bridge of Spies *and upcoming film* The BFG

PHOTOGRAPH BY PETER HAPAK FOR TIME



ACTOR › 55

Julia Louis-Dreyfus

Relevant as heck

By Lena Dunham

Julia Louis-Dreyfus has achieved the unachievable: being completely comically on point and relevant as heck for the past 30 years. And also crushable—as her fellow feminist and friend, I feel I can say that. First she barreled onto the *Saturday Night Live* stage at the same age most of us are trying to figure out our major. Then she created the utterly singular Elaine Benes—patron saint of boldly neurotic women and also of blazers—a character paramount in the consciousness of every stressed-out, funny woman. Elaine formed some of us, truly, and she's the sole reason I ever experimented with the contraceptive sponge. But not content with one iconic role, she created Christine, a riff on what society will allow a mother to be, and now *Veep*'s Selina Meyer, a character who is both old-school zany and new-school subtle, and who seems more and more real the longer this election circus continues. Julia's brand of comedy—naturalistic lunacy, sharp but never cruel—taught a whole generation of women they were allowed to change the rules and a whole bunch of men that a woman with rough edges was something to desire. Oh, and as a friend? Kind, humble, funny, supportive and never, ever missing a beat. We are lucky to live in the age of JLD. Long may she reign.

Dunham is the creator of the HBO series Girls

DESIGNER › 49

Guo Pei

China's hautest couturier

By Wendi Murdoch

Guo Pei was launched into the international spotlight last May after dressing Rihanna for the Metropolitan Museum of Art's Costume Institute gala, but some of us have been well aware of her exquisite talent for a long time. She already had fame in China, where she has dressed celebrities for over 20 years. I still remember my first visit to her showroom in Beijing many years ago—it was nothing short of breathtaking. Ironically, when Rihanna approached her, Guo was unaware of who she was!

When an artist finds success beyond China, there is a great sense of national pride, and Guo is no exception. Her work showcases Chinese technique—intricate skill and incredible craftsmanship—and it reflects the endless hours dedicated to bringing beauty, romance and her imagination to life. In fact, Rihanna's dress took over two years to make. Guo's work is art.

As a Chinese haute couturier with a showroom in Paris, a cover of American *Vogue,* a MAC collaboration and designs on display at the Met, Guo's influence on fashion and culture is enormous, barrier breaking—not defined by East or West. And it doesn't matter where you're from; you can sense the emotion in her fashion. That's what art does: it moves you.

Murdoch is a film producer, entrepreneur and co-founder of Artsy

LOUIS-DREYFUS: ART STREIBER—AUGUST; GUO: MIGUEL MEDINA—AFP/GETTY IMAGES

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WRITER › 40

Ta-Nehisi Coates

America's essential author

By Bryan Stevenson

Many of us have known for years that Ta-Nehisi Coates is one of America's most compelling and thoughtful voices. His timely, provocative and well-researched writings about race and this nation's shameful history of inequality have been essential reading. The *Atlantic* published his widely distributed "The Case for Reparations" in 2014, and new audiences began to take notice. When his best-selling second book was released last summer, it seemed everyone came to understand that he is the real deal. *Between the World and Me* is brilliantly structured, insightful and forcefully argued. He navigates the complexities and burdens of race in America compassed by a father's love for his son. But it's the soulful writing that makes the work a classic, prompting Toni Morrison to herald Coates as America's new James Baldwin and the MacArthur Foundation to announce his genius. He claimed the National Book Award for best nonfiction this year, but don't think that this is the culmination of his work. He has much more to say, and we will all be the wiser for reading it.

Stevenson is the founder of the Equal Justice Initiative

ACTOR › 37

Oscar Isaac

Scene maker

By Paul Haggis

Before he was Poe Dameron of *The Force Awakens* or the obsessive inventor of *Ex Machina,* I had the good fortune to direct Oscar Isaac in the HBO miniseries *Show Me a Hero.* Oscar dug into David Simon and Bill Zorzi's terrific scripts with his teeth and spat the character out—it was thrilling to watch. While his instincts were great, he was also brave enough to take real risks. One day, the location we chose for an emotional scene wasn't available. I looked around and picked an unlikely place—the glass-walled foyer of a diner. Oscar immediately said no—this was not at all what he envisioned. I agreed, but said that in life important things almost always happen in the wrong place. In fact, I was going to make it worse by sending people through that doorway and into the scene as he was having this private moment. Everything in him told him this was wrong, but he trusted me and we shot it. Afterward he turned and nodded—it was the wrong place for it to happen, and so the perfect place for the scene. A director can't ask for more than that in an actor.

***Haggis is the Oscar-winning director of* Crash**

Ingels at his New York City office in April

COATES: STEPHEN VOSS—REDUX; ILLUSTRATION BY JOEL KIMMEL FOR TIME

ARCHITECT › 41

Bjarke Ingels

Highflyer of skylines

By Rem Koolhaas

Contrary to many, maybe including himself, I do not consider Bjarke Ingels the reincarnation of this or that architect from the past. On the contrary, he is the embodiment of a fully fledged new typology, which responds perfectly to the current zeitgeist. Bjarke is the first major architect who disconnected the profession completely from angst. He threw out the ballast and soared. With that, he is completely in tune with the thinkers of Silicon Valley, who want to make the world a better place without the existential hand-wringing that previous generations felt was crucial to earn utopianist credibility.

We are friends. Once, during lunchtime, I used his office to prepare a competition presentation. (We lost.) On the menu that day was quiche. Wow, I wondered, so you *can* do great architecture without violating anyone's comfort zone?

Koolhaas is a Pritzker Prize–winning architect, theorist and urbanist

INGELS' CURRENT PROJECTS INCLUDE GOOGLE'S NEW HQ AND A FOOTBALL STADIUM IN WASHINGTON, D.C.

PHOTOGRAPH BY RYAN PFLUGER FOR TIME

ACTOR › 43

Idris Elba

A true leading man

By David Simon

Logistics undid me. From a floor below the writers' office, the folks in production were saying Episode 311 hadn't left the building yet, or more precisely: Idris Elba's copy of the script was still waiting for a P.A. to ferry it over to set. I still had time to finish some page changes then head to the trailers, find my actor and break it to him. I imagined the conversation going like this:

"Good news, bad news. Bad news is we're killing you."

"Hell is the good news?"

"We wrote an amazing death scene . . ."

Maybe it's funnier for the writers, but truth was I felt sanguine about ending Stringer Bell's arc in the third season of *The Wire.*

For one thing, it made sense thematically to impale both Bell and Bunny Colvin simultaneously on the horns of reform. For another, I knew Elba, as true a leading man as I'd ever encountered, was not going to starve.

Before I could leave, the phone rang.

"I just read 311."

"Whhaaaat? They haven't delivered it yet."

"One of the other guys showed me his."

"'Dris, I'm sorry. I was on my way over to set to tell you."

"So, I'm out of work."

"Brother, you're never going to lack for work again. You're going straight to features. Don't you realize that?"

Long pause, deep sigh and then: "From your mouth to God's ear."

No, my naive friend, He had precious little to do with it.

***Simon is the creator of* The Wire**

SINGER › 22

Ariana Grande

Never underestimate her

By Jason Robert Brown

You're going to be underestimated, you know. That's how this goes, especially when you start young. Underestimated because you're a girl, for one thing. Because you're short and cute. Because you're a child actor. Because you're on Nickelodeon. Because you're a white girl who wants to sing R&B. Because you wear cat ears and lingerie. Because you're dating an actor, dating a boy-band singer, dating a rapper. You're going to be underestimated.

But once you get used to that, once that becomes your daily bread, you recognize it as a weapon. It's fuel. It's oxygen. Because you know that no matter how much you are underestimated—by your peers, by casting directors, by your label, by the media, by your 39 million Twitter followers—you are going to open your mouth and that unbelievable sound is going to come out. That extraordinary, versatile, limitless instrument that allows you to shut down every objection and every obstacle. That voice—powered by nothing but your remarkable empathy, your ravenous intelligence, your cool discipline and your voracious ambition. They're going to underestimate you, and you, my beautiful friend, are going to make music.

Brown is a composer and playwright whose musical 13 *gave Grande her breakthrough role*

GRANDE: KEVORK DJANSEZIAN—GETTY IMAGES; ELBA: KARWAI TANG—GETTY IMAGES

DIRECTOR › 29

Ryan Coogler

The filmmaker we need

By Ta-Nehisi Coates

There is a beautiful scene in Ryan Coogler's *Creed* that captures what this young director proposes to his art form and to his country. The boxer and protagonist, Donnie (Michael B. Jordan), is running, in gray sweats, to see his ailing trainer, Rocky Balboa (Sylvester Stallone). A clutch of neighborhood kids on dirt bikes and ATVs trail him like a Greek chorus. As Donnie picks up speed, Meek Mill's "Lord Knows" blares in the background. At the height of his sprint, Donnie screams in agony and joy as Meek gives way to soft pianos, big horns and triumphant vocals. Time slows, Donnie's hood chorus surrounds him, and our eyes are drawn to a boy popping a wheelie with his left hand extended in the air. All the beauty the Academy cannot see is in this one scene. That beauty, so often denied, is the stuff of Coogler's work. This is not a matter of looking pretty—though that is part of it—so much as a matter of looking human. That is why Ryan Coogler is so necessary right now. On the biggest screen, he confers humanity and beauty on people told they are innately without it.

***Coates is a journalist and the author, most recently, of* Between the World and Me**

PHOTOGRAPH BY ROBERT MAXWELL
CPI

DESIGNER > 41

Riccardo Tisci

Fashion's agitator

By Donatella Versace

What does it take to be an influencer in 21st century fashion?

Of course, you have to be incredibly creative, to have a vision and the strength to see that vision through.

But you need something more.

You need to be an agitator, a rebel, someone who pushes boundaries and defies convention, someone who brings together fashion with art and other cultures.

That is what makes Riccardo Tisci one of the most important figures in fashion right now.

I am so proud of Riccardo and everything he has achieved at Givenchy as well as all his other work.

The next generation of fashion is so important to me. I love to watch the next big stars develop and to help nurture them whenever I can.

Riccardo is so brave and fearless, I sometimes think he must have Versace blood somewhere in his body. He is more than just a friend to me—he is family.

Versace is the artistic director and vice president of the Versace Group

WRITER > AGE UNKNOWN

Elena Ferrante

The bard of Naples

By Lauren Groff

The story we hear most often about the Italian author Elena Ferrante is the story of her absence: her pseudonym and the deliberate choice to disengage from the world as an author. It's odd, though, to imagine that a photo or biography could tell us more about Ferrante than her astonishing books, translated fluidly into English by the great Ann Goldstein, which together form a topographical map of an extraordinary mind. Her first three novels, *Troubling Love, Days of Abandonment* and *The Lost Daughter,* are knife-sharp, swift and disquieting; her four-novel Neapolitan story is an epic masterpiece, a *Künstlerroman* of sustained passion and fury. Elena and Lila grow up in macho mid–20th century Naples, fight for education, class and respect, become mothers and wives and lovers, incited by and resisting their own fiery friendship. Ferrante is a subtle subversive; the domestic, in her brilliant books, is a time bomb that ticks too loudly to ignore.

***Groff is the author of* Fates and Furies**

FERRANTE'S CHILDREN'S BOOK THE BEACH AT NIGHT *WILL BE RELEASED IN THE U.S. IN DECEMBER*

MCCARTHY: AUGUST; TISCI: FRANÇOIS MORI—AP; ILLUSTRATION BY JOEL KIMMEL FOR TIME

ACTOR > 45

Melissa McCarthy

Seriously funny

By Paul Feig

I had never seen Melissa McCarthy before she auditioned for *Bridesmaids*. She came in toward the end of the casting process, and at first I couldn't even tell if what she was doing was funny because it was so different from what any other actor had done. But within about 15 seconds, I found myself laughing hysterically while marveling at the inventiveness I was witnessing. And this has been my experience with her for the past five years.

I've been lucky enough to do four movies with Melissa, and each time she never ceases to surprise and amaze me. She finds reality and heart inside every character she plays, and she never sacrifices three-dimensionality for a laugh. She embraces her characters' flaws and strengths and plays them as equally important. She finds the humanity in every role she takes on.

To make people laugh while doing all this is like juggling an entire set of expensive china and never breaking a piece. Long may she keep our china intact.

Feig is the director and a co-writer of the upcoming film Ghostbusters

PHOTOGRAPH BY DANIELLE LEVITT

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ACTOR › 45

Taraji P. Henson

The modern Bette Davis

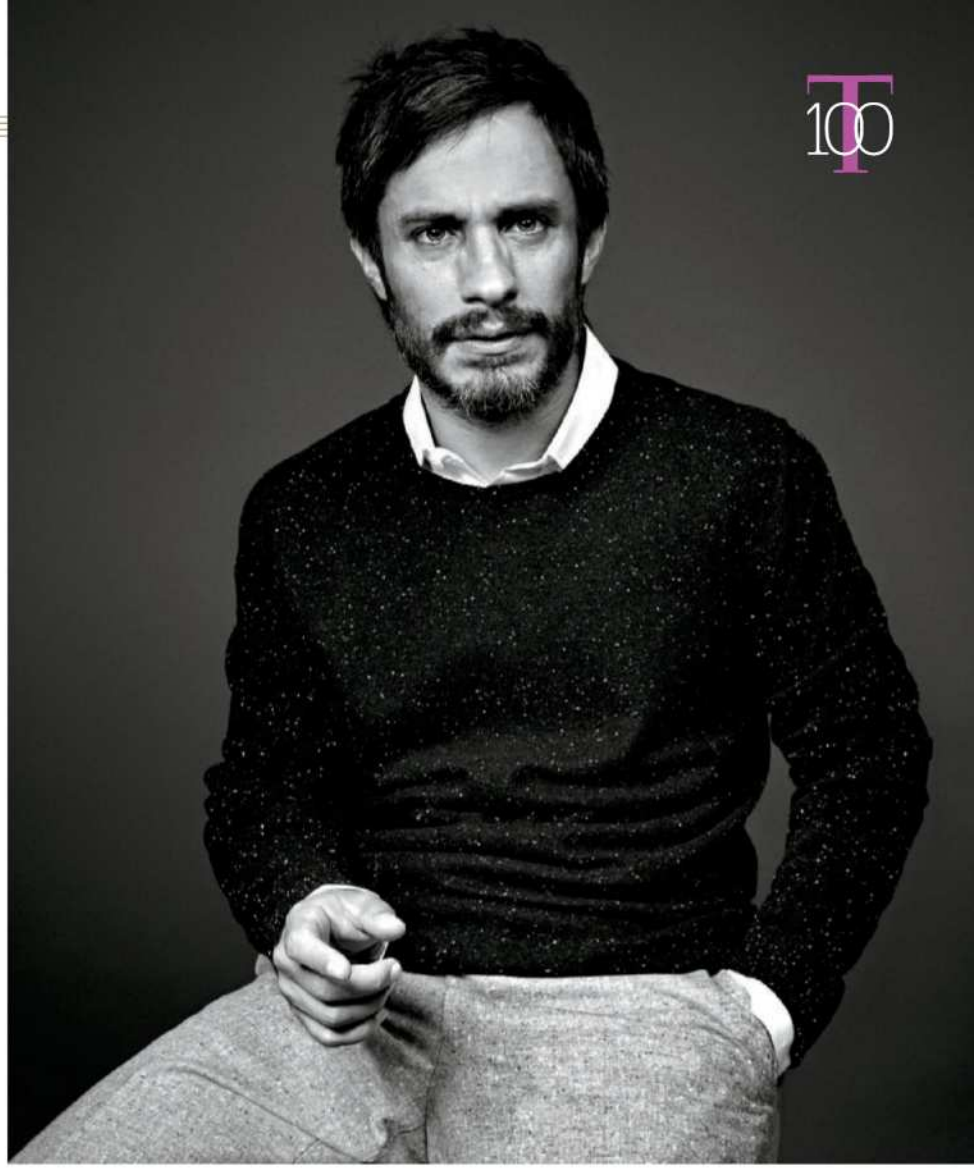
By Lee Daniels

What I love most about Taraji P. Henson is that she's fiercely loyal. During her audition for *Empire,* she told me she wouldn't take the role unless Lucious was Terrence Howard. She didn't have the job yet, but she was standing there fighting for Terrence. That was the moment I knew she was Cookie.

Taraji is the modern-day Bette Davis, touching audiences with her honesty and intensity. When you are on set with Taraji, she listens, but she also questions. She challenges everyone to go the extra step to get it right. She has a deep understanding of the human condition, and she displays it with her eyes—the pain, the happiness, the love, the laughter. She probably would have been a great silent actor, but then the world wouldn't have had Cookie.

Before *Empire,* she was underappreciated by white America and Hollywood, while African Americans heralded her as our Meryl Streep. I'm so proud that Cookie has moved her into the zeitgeist. What Taraji has done with the role made the world finally appreciate who she is—quite simply, a tour de force on and off the screen.

Daniels is a director, writer and producer and co-creator of Empire



ACTOR AND ACTIVIST › 37

Gael García Bernal

Committed to character

By Alfonso Cuarón

A few years ago I received a call in the middle of the night. It was Gael García Bernal, who had just finished shooting as Che Guevara in Walter Salles' *The Motorcycle Diaries*. He was in London so a beautician could wax his legs for his next role, the transgender drag artist Ángel/Juan/Zahara in Pedro Almodóvar's *Bad Education*. Gael was concerned. He couldn't wax because of a huge bite on his leg, perhaps acquired while swimming in the Amazon for *Diaries*. In Madrid a doctor diagnosed the swelling—a spider had planted eggs inside his leg. Removal was a simple procedure, but this was very telling about Gael's commitment to his characters and to his causes. They get under his skin, and you need a scalpel to remove them. The wax is optional.

GARCÍA BERNAL WON A GOLDEN GLOBE THIS YEAR FOR PLAYING AN AVID CONDUCTOR IN MOZART IN THE JUNGLE.

Cuarón is the director of Gravity

GARCÍA BERNAL: ALEX JOHN BECK—CHRIS BOALS ARTISTS; HENSON: J. COUNTESS—GETTY IMAGES

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MUSICIAN > 28

Kendrick Lamar

He moves us

By Alicia Garza

The first time I heard *To Pimp a Butterfly* was on a crowded plane heading to Jackson, Miss. With headphones on, there I was, bobbing my head and having audible conversations with myself because that album made me *feel*—moved and troubled, challenged, uplifted, angry, skeptical and raw. Far from creating "conscious rap," Kendrick Lamar has evolved a new genre of movement music that asserts no answers but raises hard questions and brings us together to take them on. Thank God for his trip to South Africa, which he says made him want to put everything he was seeing and experiencing into an album that could translate that experience to someone in the ghettos of Compton, Calif. Kendrick should be applauded for inviting us to face things that are uncomfortable, for celebrating our will to survive and for being audacious enough to grapple with the questions that we all need to answer if we ever hope to get free.

Garza is an activist and a co-founder of the Black Lives Matter movement

PHOTOGRAPH BY
ERIK MADIGAN HECK FOR TIME

Power tools

The objects that fuel our influencers

By Charlotte Alter

1. Priyanka Chopra's *CHARM NECKLACE*

"My dad used to be my best friend and my lucky charm," says the star of ABC's *Quantico.* "So when he got cancer, my family and I tried to appeal to every god around. We collected healing charms from all over the world—including Jerusalem and a mosque in India—and we put them on this necklace. Now that he's gone, I carry it with me wherever I go. It's sort of like having my dad with me again."

2. Nikki Haley's *'BELIEVE' STONE*

"I look at it every morning," says the South Carolina governor. "It reminds me to believe in myself and to believe in the goodness of people."

3. Caitlyn Jenner's *'CAITLYN' NECKLACE*

"An ESPYs producer gave it to me right before the show, which was my first public appearance as my authentic self," says the reality star and trans-rights activist. "This little necklace—and the name on it—represents the struggle I've been through all my life."

4. Eli Broad's *PAPERWEIGHT*

"My wife gave it to me early in our marriage, and it has been on my desk for more than 50 years," says the billionaire philanthropist. "I like the quote, from George Bernard Shaw, because I believe it. I do not follow conventional wisdom."

5. Christiana Figueres' *P.G. TIPS TEA*

"I organize my day around it, even when I'm traveling," says the Costa Rican diplomat. "It's very, very strong, and it bumps my energy up."

6. Ta-Nehisi Coates' *RIHANNA ALBUM AND EARBUDS*

"*Anti* is such a left turn from what Rihanna usually does, and I admire that courage," says the best-selling author, "because when people are cheering for you, there's a deep temptation to avoid taking chances. When I listen to it, I'm really inspired, in my own work, not to end up writing the same thing over and over."

7. Ryan Coogler's *WARRIORS HAT*

"Where I'm from in the Bay Area, we've got two teams for most sports—the A's and the Giants, the Raiders and the 49ers," says the *Creed* director. "What's cool about the Warriors is they're our only basketball team, so everyone can agree on them. As a kid, some of my finest memories were at those games. So when we shot *Creed* in Philadelphia, I almost always wore a Warriors hat. It made me feel like I had a little piece of home with me."

8. Katie Ledecky's *POWER SNACK*

"I never had much chocolate milk as a kid," says the Olympic swimmer. "But now I always have it right after practice, with yogurt, so I can get the right amount of protein and carbs to keep me going."

9. John Kerry's *FAVORITE DESK*

"When people come to the State Department, I love showing them the desk on which the Treaty of Paris—which ended the Revolutionary War—was signed," says the Secretary of State. "It underscores that peace is possible: you can end the war, you can sign an agreement."

WARRIORS HAT: FANATICS; DESK: U.S. DEPARTMENT OF STATE; NECKLACE, PAPERWEIGHT, TEA, YOGURT, MILK, EARBUDS, ANTI: CASSIDY PAUL

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'Leadership is about encouraging people. It's about stimulating them. It's about enabling them to achieve what they can achieve—and to do that with a purpose.'

CHRISTINE LAGARDE,
on what it takes

PHOTOGRAPH BY BEN HASSETT FOR TIME

IMF CHIEF › 60

Christine Lagarde

Guardian of the global economy

By Janet Yellen

No organization is more crucial to the stability of the global economy than the International Monetary Fund. Its decisions affect billions of people, so the person who heads the IMF must be an outstanding, effective leader.

Christine Lagarde meets this high standard. She has ably led the IMF through a tumultuous era for the world economy since she was chosen in 2011 by the more than 100 nations that govern the organization.

Christine is a trailblazer, the first woman to lead a major international organization like the IMF and, as Finance Minister of her native France, the first woman to hold this key role in any large advanced economy.

The IMF lends to member governments with the goal of minimizing the long-term damage of financial crises and preventing them from spreading. Christine was central to the effort to stabilize Greece's economy and prevent a wider crisis in Europe. She has spurred economic reform in emerging nations like China that have appropriately gained more of a voice at the IMF. She has also given the IMF a more human face by addressing issues like gender and income inequality and public-health threats like the Ebola virus.

Christine is enormously impressive—a charismatic leader, respected worldwide. She is also a good friend and fun to be around—witty and refreshingly direct, whether we're sharing a stage or a private meal.

Yellen is the U.S. Federal Reserve Board chair

U.S. SECRETARY OF STATE › 72

John Kerry

Diplomatic bruiser

By Bono

"Blessed are the peacemakers," the Scriptures say. To which we might add: Sleep-deprived, coffee-stained and stubborn are the peacemakers. It couldn't be less romantic, if we're honest. Diplomacy is the art of getting people who disagree on everything to agree on one thing. There are meetings. Many of them. They are long, the rooms are cold, the sandwiches are bad. The white doves of peace rarely appear, and if they do, it's only after a brutal process that very few have the skill or stamina to navigate.

U.S. Secretary of State John Kerry is one of the few. He has a lot of things, but stamina has gotta be right up there. Under that hard hat of a haircut is a hard head. But there's a powerful left-brain-right-brain thing happening in there, so uncommon among tough-minded men.

I've known Kerry since he was a Senator, a pioneer of the U.S. effort to end AIDS, which is working, by the way. As Secretary of State he's been taking

PHOTOGRAPH BY ALEX MAJOLI FOR TIME

Kerry led U.S. efforts to broker a nuclear deal with Iran in 2015

on dangers that seem just as intractable—civil wars, climate change, the spread of nuclear weapons—brokering deals that might bring some sanity to an insane world. Peacemakers inch their way into such agreements—even the big ones—slowly, tacking left, then right, navigating dark and uncharted waters like the Navy lieutenant Kerry once was.

It's parity of pain rather than shared goals that often seems to be the math here. It certainly was in Ireland in the 1990s, and the endurance of that deal ought to be encouraging to those, like Kerry, who are involved in long, drawn-out negotiations.

The word *diplomat* retains its 19th century starched-collar gentility, but it's a bruiser's game today. Kerry, a lifelong hockey player, has shown he can take it. I had a cycling accident and spent six weeks in bed. Kerry had a cycling accident, and I don't think he even noticed. The man falls off a truck every day. He gets thrown out of a plane every day. Yet he's always where he needs to be. Blessed are the peacemakers.

Bono, the lead singer of U2, is a co-founder of the ONE Campaign and (RED)

MERKEL: MICHAEL SOHN—AP

CHANCELLOR OF GERMANY › 61

Angela Merkel

A leader who acts

By Samantha Power

During the Holocaust, infant Pierre Sauvage was hidden by a French family. Years later, as a filmmaker, he interviewed the villagers who hid—and saved—some 5,000 Jews (including himself) from the Nazis. Sauvage drew this memorable conclusion: "People who agonize don't act. People who act don't agonize."

I have thought of Sauvage's findings often in watching Angela Merkel, who in the face of stiff political resistance gave sanctuary in Germany to 1.1 million asylum seekers in 2015. An entire industry has sprouted to analyze Merkel's generous response to the largest refugee crisis since the Second World War. (Was she seeking an infusion of skilled workers? Did she hope to soften Germany's image after the Greek debt talks or—for that matter—the Holocaust? Or did she simply believe offering refuge was right?) Regardless, she acted. She rejected calls to turn away refugees—calls echoed by some in my own country. By doing so, she and Germany saved thousands of lives and improved hundreds of thousands more—lives of individuals who, like Sauvage, will be able to make lasting contributions.

Merkel's can-do motto in responding to the crisis—*"Wir können das schaffen, und wir schaffen das,"* or "We can handle this, and we will handle this"—must still be seen as a summons for our age.

Power is the U.S. ambassador to the United Nations

PRESIDENTIAL CANDIDATE › 69

Donald Trump

The rule breaker

By Renee Ellmers

To expect Donald Trump to conform to the "norms" of business and politics is like expecting a square peg to fit in a round hole. It's just not going to happen. Trump has been a force of nature in business and politics for decades because he isn't afraid to challenge the norms set by status quo leaders.

Sure, he's confrontational, but his hard-nosed style is what has enabled him to turn a $1 million loan into billions and what has made him the likely Republican nominee for President of the United States.

Frankly, the U.S. is in desperate need of a leader like Trump who isn't afraid to challenge the status quo and ruffle the appropriate feathers in order to get our country back on the right track.

If there were ever a time for Americans to have a ferocious leader in the White House advocating for us, it's now.

Ellmers is a Republican Congresswoman from North Carolina

BANKER › 66

Jin Liqun

Economic power broker

By Joseph Stiglitz

Jin Liqun, president of the Asian Infrastructure Investment Bank, is leading an institution that is changing the geoeconomic and geopolitical landscape. Together with the New Development Bank founded by the major emerging economies, AIIB reflects the growing power and influence of emerging markets. Under Jin's leadership, the bank has garnered 57 prospective founding members—and has done so over misconceived strong opposition from the U.S. With his strong personality and leadership, he is quickly forging AIIB into an effective development bank, working cooperatively with other multilateral institutions like the World Bank and the Asian Development Bank, showing that one can combine high lending standards with effective development. Going forward, one can anticipate that AIIB will demonstrate that governance matters: with control in the hands of emerging markets, and especially China, lending will be different from that of established institutions, like the World Bank, controlled by advanced countries, and especially the U.S.

Stiglitz is a Nobel Prize–winning economist

HALEY: GETTY IMAGES; TRUMP: MARK PETERSON FOR TIME; ILLUSTRATION BY JOEL KIMMEL FOR TIME

HALEY CALLED ON THE GOP TO RESIST THE 'SIREN CALL OF THE ANGRIEST VOICES' IN HER REBUTTAL TO THE 2016 STATE OF THE UNION.

GOVERNOR › 44

Nikki Haley

She rises to the challenge

By Lindsey Graham

For South Carolina, 2015 was one of the most challenging years on record.

Whether dealing with the hate-filled shootings of the Charleston Nine at Mother Emanuel AME Church, the removal of the Confederate battle flag flying over statehouse grounds, the police shooting of Walter Scott or a 1,000-year flood, South Carolina Governor Nikki Haley led with determination, grace and compassion.

Haley signs a bill to remove the Confederate flag from the statehouse grounds

From shaking up the system to providing kindness and understanding to the individuals and families affected by these tragedies, she put a face on South Carolina that we were all extremely proud of.

It is during challenging times when you really learn the mettle of a leader, and in the case of Nikki Haley, she excelled to the lasting benefit of our state.

Graham is a Republican Senator from South Carolina

PHOTOGRAPH BY JOHN MOORE

PRESIDENTIAL CANDIDATE > 74

Bernie Sanders

Populist provocateur

By Robert Reich

It was an improbable candidacy: Bernie Sanders—a Jewish Vermont Senator, self-described "democratic socialist," Brooklyn native, political independent—running for the Democratic nomination for President against Hillary Clinton.

Yet Sanders has proved more successful than anyone thought possible. The intensity and steadfastness of his message that widening inequalities of income, wealth and political power in America are undermining our democracy and economy have inspired record numbers of young voters, independents and heartland Democrats to join his "political revolution."

Sanders has shown it is possible to achieve all this with small contributions and a platform calling for single-payer health care, free tuition at public universities and a breakup of the biggest banks. His campaign has invigorated a new populist movement in America to restore democracy and create an economy responsive to the needs of ordinary people.

Reich, a public-policy professor at the University of California, Berkeley, is a former Secretary of Labor

U.S. ARMY LIEUT. GENERAL > 57

Sean MacFarland

Taking the fight to ISIS

By John McCain

Through 15 years of war, our nation has been blessed with leaders who stepped forward—leaders like David Petraeus, Stanley McChrystal, James Mattis and Ray Odierno. Sean MacFarland belongs in such distinguished company.

I first met then Colonel MacFarland in Ramadi in December 2006. Iraq was in the grip of a seemingly intractable sectarian conflict. But MacFarland had the courage to adapt and innovate. His support of the Anbar Awakening was the model for the successful surge strategy that broke the back of al-Qaeda in Iraq.

I can think of no better commander than MacFarland to lead U.S. and coalition forces in destroying the Islamic State. I have had my disagreements with the President's strategy. But as a witness to his leadership, I remain confident that if our war fighters are given the resources, authority and support they need, they can turn the tide of history once again.

McCain is the senior U.S. Senator from Arizona

PRESIDENT-ELECT OF TAIWAN > 59

Tsai Ing-wen

A new face of democracy

By Jimmy Lai

Tsai Ing-wen radiates a calm that sheathes a core of inner steel. As Taiwan's new President, she will need both qualities.

Her most pressing challenge is to rekindle the economy, whose growth is restricted by the global isolation that China imposes on the island it claims. The odds are daunting. Tsai represents 23 million people—most of whom are neither for China nor against it—facing off against the world's largest nation, with all the power and arrogance that go with it.

But Tsai has something no Chinese leader has: a public mandate. She shows that democracy in a Chinese society is possible and can be peacefully attained.

When Tsai had dinner in my Taipei home, she brought an excellent French red and quipped that only if you enjoy life can you be a good leader. Because when you enjoy life, you also appreciate better what others want for themselves. In Tsai Ing-wen, Taiwan has a leader who knows what her people want.

Lai is a media entrepreneur and democracy activist based in Hong Kong

SANDERS: CHRISTOPHER ANDERSON—MAGNUM PHOTOS; TSAI: WALLY SANTANA—AP; ILLUSTRATION BY JOEL KIMMEL FOR TIME

RNC CHAIRMAN › 44

Reince Priebus

The party boss

By Paul Ryan

Reince Priebus has almost single-handedly turned the Republican National Committee around. That success—and the doggedness behind it—doesn't surprise anyone who knows him. He worked his way up through the ranks, starting as chairman of my congressional district's Republican Party. When he became national chairman in 2011, the party was pretty beat up—and about $25 million in debt. He paid it all off, and he fixed the political, digital and data infrastructure so that we can compete on a level playing field with the Democrats. Our presidential nominee will have the best-equipped staff in history. Through it all, Reince has been a great friend. We've known each other since the early 1990s. My longtime chief of staff Andy Speth was his close friend in college. In stressful times, I often turn to Reince for advice. And I'm glad to say I'm still one of the very few people who know how to pronounce his name.

Ryan is the Speaker of the U.S. House of Representatives

PHOTOGRAPH BY
STEPHEN VOSS FOR TIME

ADVOCATE › 26

Jaha Dukureh

Voicing the unspeakable

By Peggy Orenstein

Sometimes when a thing is unbearable to imagine, we do the opposite of what we should: we turn away, shielding our hearts and minds in order to preserve our own peace. In speaking out against female genital mutilation, Jaha Dukureh has refused to let horror be silenced. When she was an infant, her external sexual organs were amputated in her native Gambia. Now living in Atlanta, she founded Safe Hands for Girls to fight the practice both internationally and in the U.S., where 500,000 women have been or are at risk of being victimized. Dukureh's efforts helped make it a crime to transport American girls abroad for FGM. Although she has faced anger and threats from her community, the thought of her three daughters keeps her going. "I don't want them to have to face the challenges I did," she says, "whether it's early marriage or FGM. I don't want them to have to live in fear. I don't want any girl to ever feel that way."

Orenstein is the author of several books about young women including, most recently, Girls & Sex

PRESIDENT OF ARGENTINA › 57

Mauricio Macri

Champion of economic reform

By Paul Singer

Argentina is rich in natural resources and human capital, but its economic progress has been hobbled by the ineptitude and corruption of its political leaders. Over the past decade, the policies of Argentina's ruling duo, Néstor and Cristina Fernández de Kirchner, led to rampant inflation, falling currency value and capital flight. The result was the 2015 election of the reformist Mauricio Macri.

Macri has removed Argentina's currency controls, allowing more freedom for trade. He has pledged to reintegrate Argentina into the global economy, seeking private investment from abroad. And he has taken action to end the 15-year default that has kept the country in economic exile since 2001. Macri still has important tasks ahead of him, including taming inflation. But if he lives up to his promise, Argentina may finally do the same.

Singer, the founder and president of Elliott Management Corp., a hedge fund, has been involved in debt negotiations with the Argentine government for several years

MACRI SERVED AS MAYOR OF BUENOS AIRES FROM 2007 TO 2015.

MACRI: NOTIMEX/NEWSCOM/ZUMA PRESS; DUKUREH: NEILSON BARNARD—GETTY IMAGES

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PRESIDENT OF THE UNITED STATES › 54

Barack Obama

Public servant

By Jennifer Pinckney

At one point during my husband's funeral service, while watching my daughters, President Obama said to Mrs. Obama, "Look at those girls. Don't they remind you of ours?" It hit home for them. I wouldn't be surprised if the thought had crossed his mind: Where would my girls be if something happened to me?

President Obama and my husband were two God-fearing, charismatic black men dedicated to public service and to their wives and two daughters. They were both voices for the voiceless who got up with smiles when they got knocked down. Of course, there were differences. President Obama loves basketball, and Clem was a terrible athlete!

And, of course, my husband wasn't the President. He might have gone on to be a bishop or a Congressman. Who knows? As President Obama exhorted us, we hold on to him—all of us, even the President, I believe—because through that love, God is with us.

Pinckney survived the 2015 shooting in Charleston, S.C., that killed her husband, the Rev. Clementa Pinckney

The President delivered the eulogy for the Rev. Pinckney at Mother Emanuel AME Church in Charleston, S.C., in June 2015

PRESIDENT OF CHINA › 62

Xi Jinping

Heir of Mao

By Roderick MacFarquhar

Xi Jinping has made himself the most powerful Chinese leader since Mao Zedong. Appointed party general secretary and head of the party's military-affairs commission, he has added the chairmanships of important new committees on the economy and national security. He permits a cult of personality, with songs written to "Uncle" Xi, and a book of his writings on governance is being distributed widely at home and abroad. He has terrified party members with a relentless anticorruption campaign, to the apparent delight of the man in the street. Less pleasing have been the arrests of rights lawyers, his clampdown on the press and the assaults on Christian churches. Xi's "China Dream" is a national renaissance that includes occupying islands in the South China Sea, regardless of the claims of other nearby countries, and the creation of major new international institutions under Chinese leadership. If he can cope better with the projected reform of the economy and retain the confidence of the military, President Xi will loom ever larger on the world scene.

MacFarquhar is a research professor of government at Harvard University

OBAMA: JOE RAEDLE—GETTY IMAGES; XI: GRAHAM CROUCH—GETTY IMAGES/BLOOMBERG; TRUDEAU: SEAN KILPATRICK—THE CANADIAN PRESS/AP; ILLUSTRATION BY JOEL KIMMEL FOR TIME

‹ Trudeau marked Canada's 20th Black History Month in Ottawa on Feb. 24

PRIME MINISTER OF CANADA › 44

Justin Trudeau

True north

By Lorne Michaels

For years now I have been telling my friends that I thought Barack Obama was the first Canadian President. I meant it as a compliment. So it's only fitting that as Obama's time in office winds down, another Canadian leader steps onto the world stage.

Though I live in New York, Canadians are Canadians wherever they live. It's the way we look at the world, which to us seems perfectly reasonable and right.

In many ways Canada is no longer the country I grew up in, but when I hear Justin Trudeau talk, it sounds like my Canada again. Bold, clear as a bell and progressive.

In politics as in show business, there are three things you need to be successful: talent, discipline and luck. Trudeau clearly has the first two. I wish him luck.

I believe he will be a force for good.

Michaels is the creator and executive producer of Saturday Night Live

JUDGE › 43

Sergio Moro

Cleaning up corruption

By Bryan Walsh

Brazilians call him SuperMoro, chanting his name on the streets of Rio de Janeiro as if he were a soccer star. But Sergio Moro is just a judge, albeit one prosecuting a corruption scandal so huge it could bring down a President—and perhaps change a culture of graft that has long hobbled his country's progress.

Operation Car Wash, as his investigation is called, found that kickbacks were paid to middlemen and politicians in exchange for contracts at Petrobras, the state-run oil company. The money is huge, but even bigger is the political impact, with hundreds of lawmakers under investigation. Although she hasn't been directly linked to any bribery, President Dilma Rousseff now faces impeachment in part because of Moro's work.

Moro has been accused of ignoring due process, and he's been more than willing to try his cases in the court of public opinion. But most Brazilians feel that his sharp-elbowed tactics are worth the trade-off for a cleaner country.

Walsh is the international editor for TIME

BURMESE LEADER › 70

Aung San Suu Kyi

A beacon of hope

By Barack Obama

Welcoming her into the Oval Office, I was struck immediately by Daw Aung San Suu Kyi's quiet dignity. She's soft-spoken, but is driven by a fierce determination—fortified by 15 years of house arrest—to bring democracy to her beloved Burma. Visiting her at her simple home in Rangoon two months later, I saw where The Lady had sustained herself by studying Buddhist teachings on love and compassion.

Today, having made the journey from prisoner to parliamentarian and party leader, Aung San Suu Kyi leads a party that won a landslide victory in last year's election. Daw Suu is now guiding the country's first civilian government in more than 50 years. Burma still faces huge challenges, and its success will depend on ending long-running conflicts and upholding the human rights of all ethnic groups and religions. But democracy is poised to deliver a future of greater promise and prosperity.

"We human beings," she has said, "are so riddled with imperfection." But, she adds, "in spite of the imperfections, democracy still remains a beacon of hope for all of us." Now more than ever, The Lady remains a beacon of hope for 50 million people reaching for justice, and for millions more around the world.

Obama is the 44th President of the United States

Clinton, who has a significant delegate lead, at a campaign event in Brooklyn in April

PRESIDENTIAL CANDIDATE › 68

Hillary Clinton

Democratic fighter

By Amy Klobuchar

In 2010 a devastating earthquake hit Haiti. With 160,000 dead, the country was in chaos. Somewhere in the rubble were dozens of orphans set to be adopted by families in my state. Records were destroyed, protocols abandoned. Yet distraught Minnesota moms were on the ground, looking for their children.

When they called me, I called the only person I knew would help: then Secretary of State Hillary Clinton. She didn't pawn it off or think it too small. She went to work. She got those babies home, and a few were even brought to the Port-au-Prince airport in a State Department car, diapers, bottles and all.

That's the Hillary I know—the friend who takes the call, the public servant who listens and acts, the mom who makes sure it gets done right. She has a spine of steel and a work ethic to match America's.

Those kids from Haiti may never know that she changed their lives forever, but she did. That's a leader.

Klobuchar is a Democratic Senator from Minnesota

ECONOMIST › 53

Raghuram Rajan

India's prescient banker

By Rana Foroohar

Economic seers don't come along too often, but Raghuram Rajan, the economist currently serving as the governor of the central bank of India, is one of them. While serving as the youngest chief economist of the IMF from 2003 to 2006, he predicted the subprime crisis that would lead to the Great Recession, standing up to critics like former U.S. Treasury Secretary Larry Summers, who labeled him a Luddite.

Since then, more and more of the economic establishment has come to share Rajan's view that debt-fueled growth is just a saccharine substitute for the real thing. As he argued in his book *Fault Lines,* credit has become a palliative to address the deeper anxieties of downward mobility in the global middle class.

Debt hasn't gone away since Rajan issued his warnings. In fact, it grew by $57 trillion from 2007 to 2014. But he steered India through the global crisis and fallout, playing a large role in making it one of the emerging-market stars of the moment.

Foroohar is an assistant managing editor at TIME

PHOTOGRAPH BY TOMÁS MUNITA

CLINTON: LUCAS JACKSON—REUTERS; ILLUSTRATION BY JOEL KIMMEL FOR TIME

FBI DIRECTOR > 55

James Comey

21st century crime fighter

By Michael Chertoff

Few individuals have the experience, integrity and composure to lead our nation's domestic intelligence and security bureau. Jim Comey does.

As a federal prosecutor after 9/11, he developed major cases against international terrorists but also insisted on fidelity to the rule of law. Overseeing an agency that originally focused on crime and corruption, today Comey is tackling some of our nation's most public and problematic global security challenges, including international terrorism and emerging cybersecurity threats.

Change has brought both opportunity and barriers to the FBI. But whether he is confronting ISIS, collecting evidence and investigating crimes in the digital age, or managing the investigation of a former Secretary of State currently running for President, Jim Comey approaches each problem with determination, energy and an unwavering integrity.

Chertoff served as U.S. Secretary of Homeland Security from 2005 to 2009

PHILANTHROPIST > 56

Darren Walker

The equalizer

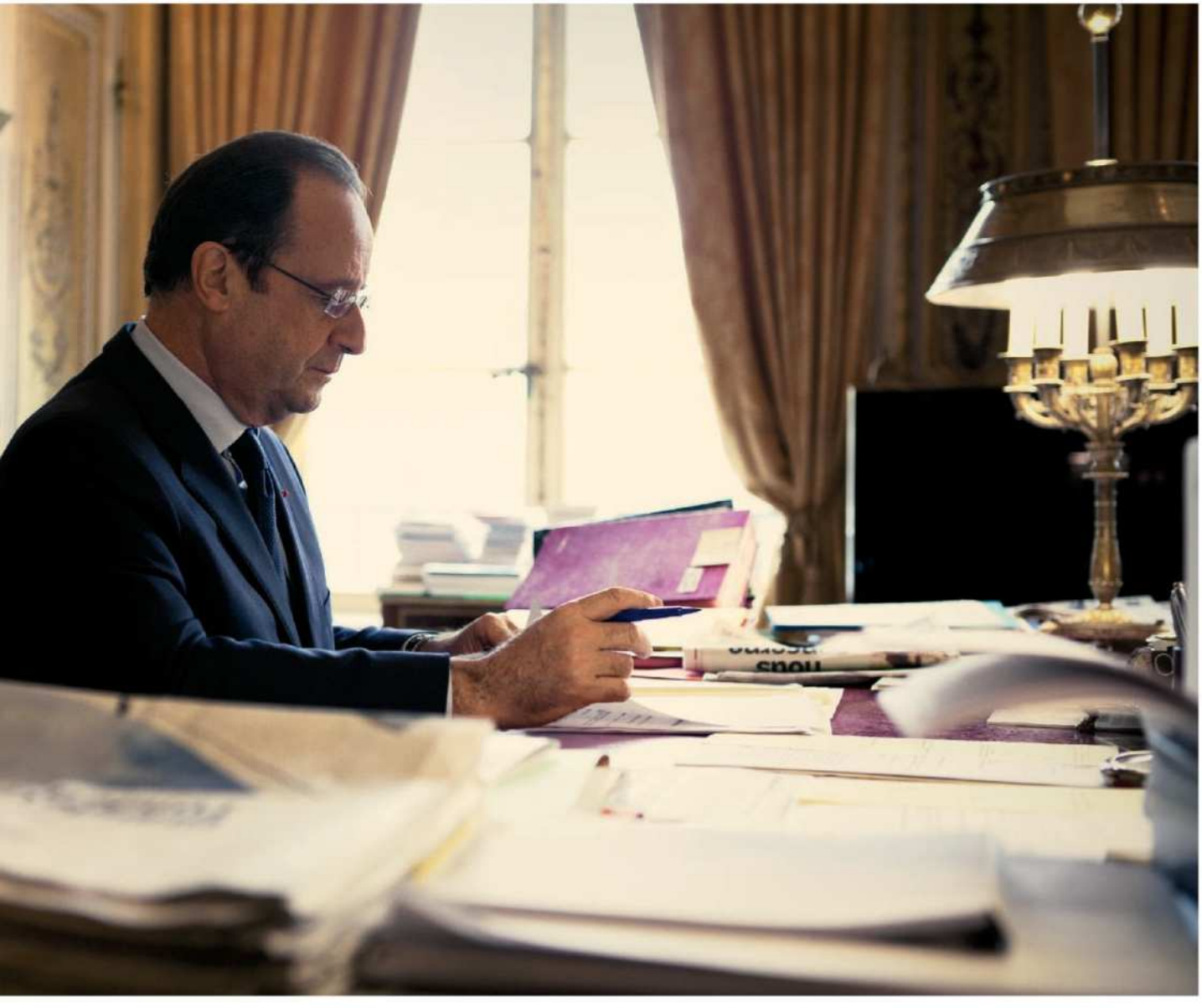
By Elton John

Born to a single mother in a charity hospital in Louisiana and raised in working-class East Texas, Darren Walker knows firsthand the power of dignity, inclusion, compassion and equal opportunity to change lives and uplift communities in crisis, from New Orleans to Detroit, where he helped broker the deal to rescue the city from bankruptcy. His life story gives us hope, and his life's work is changing the language of philanthropy, from "them" and "they" to "us" and "we." Since being named president of the Ford Foundation, Darren has charted a radical goal for one of the world's largest and most influential charitable organizations: conquering inequality. His leadership is authentic, and his focus on equality is nothing short of revolutionary, a clarion call for the world of philanthropy and an inspiration to those of us working for a more just and loving world.

John is a singer and composer and the founder of the Elton John AIDS Foundation

COMEY: BILL CLARK—CQ ROLL CALL/GETTY IMAGES; ILLUSTRATION BY JOEL KIMMEL FOR TIME

HOLLANDE FACES PROSPECTS OF A TOUGH RE-ELECTION IN 2017 WHEN HE MAY AGAIN COME FACE-TO-FACE WITH REPUBLICAN NICOLAS SARKOZY AND FAR-RIGHT LEADER MARINE LE PEN.



PRESIDENT OF FRANCE › 61

François Hollande

The defiant European

By Bernard-Henri Lévy

President François Hollande is the anti-Obama. One man leads from behind, the other from ahead. Hollande has been at the fore of international issues such as the war in Syria, the spread of terrorism in Africa and the containment of Putin in Eastern Europe and Ukraine.

I cannot forget Aug. 29, 2013, when French planes were ready to tell Bashar Assad that he had crossed the line. If Obama hadn't stopped everything, if Hollande had prevailed, maybe the world would be different. Assad's army might have retreated to its barracks; Daesh might have been killed in its infancy.

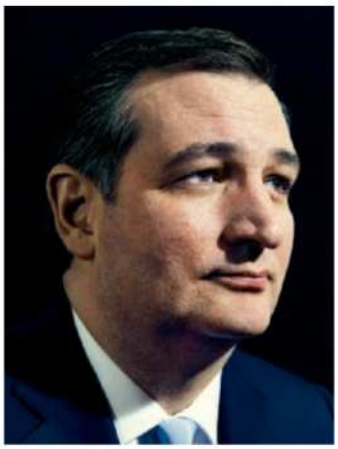
At a time when Europe seems on the brink of collapse, Hollande is one of the very last European leaders to believe in Europe—that without it, we will go back to the Dark Ages. He strongly believes that, and acts in kind.

Hollande's legacy will be that he was one of the first to have understood the ideological, political and strategic world threat that is jihadist terrorism.

Whatever we may think of Hollande on the domestic front, for four years he has acted as a great world leader. That's not an opinion. That's a fact.

Lévy is a French author and philosopher

PHOTOGRAPH BY MARCO GROB FOR TIME



PRESIDENTIAL CANDIDATE › 45

Ted Cruz

Conservative crusader

By Scott Walker

Politicians in Washington don't like Ted Cruz's efforts to shake up the status quo. Many wish he'd just quietly go away. Instead, Ted has shown that he will not back down from any obstacle that stands in the way of more jobs, greater freedom and true security for the American people.

Voters are hungry for people willing to take on Washington. More than anger, however, they want action. Ted Cruz is unique in politics today as he is actually doing the things in office that he said he would do. You see, he'd rather be respected by the voters across this country for getting things done than be loved by the politicians in Washington for playing the go-along-to-get-along game.

If Americans want someone who will stick to their guns and fix the mess in Washington, Ted Cruz is right on target.

Walker is the governor of Wisconsin

ROYAL AND ACTIVIST › 44

Queen Máxima

Envoy for opportunity

By Tilman Ehrbeck

Argentine-born and a banker by training, Queen Máxima of the Netherlands early on embraced economic empowerment as her cause.

In developing countries in particular, poorer families live uncertain lives and work in the informal economy—not by choice, but by necessity. They need access to financial services to lower their vulnerability and increase their opportunities. Yet when Queen Máxima started working on financial inclusion, more than half of working-age adults globally were excluded from the formal financial system.

To change that requires a massive effort—from smart policies to innovation on the ground. With her firm grasp of the technical issues, political savvy and boundless energy, Queen Máxima has masterfully used her role as the U.N. Secretary-General's Special Advocate, her empathy and her easy laughter to cajole, encourage and support decisionmakers—from the hallowed halls of the financial-standard-setting bodies in Basel, Switzerland, to the female leaders of savings groups in rural villages.

Ehrbeck is a partner at the Omidyar Network

NEWS ANCHOR › 57

Lester Holt

A trusted presence

By Scott Kelly

Watching the nightly news from space can be kind of a disturbing experience because you are so detached from Earth. Having been on the International Space Station during this crazy election season made me think, Seriously? What are you people thinking down there? So it's good to have someone you can turn to for news that you know is not biased. Lester Holt is that person. He seems trustworthy, more than anyone else on television, and I know firsthand that he works hard: in addition to being a viewer, I've been interviewed by Lester on many occasions. He always does his homework, so his questions are thoughtful and insightful. He doesn't take his privileged position in our country for granted, and he doesn't insert himself into the story. People liked Walter Cronkite because they trusted what he had to say, and Lester is from that same mold.

Holt was named anchor of NBC Nightly News in June 2015

Kelly is a retired American astronaut who returned to Earth in March after a year in space

ROBINSON: U.S. AIR FORCE/THE NEW YORK TIMES/REDUX; CRUZ: PETER HAPAK FOR TIME; HOLT: MARY ELLEN MATTHEWS—NBC; ILLUSTRATION BY JOEL KIMMEL FOR TIME

AIR FORCE GENERAL › 57

Lori Robinson

Pioneering warrior

By Tammy Duckworth

When I joined the U.S. Army Reserve in 1992, there were no female four-star generals. I still remember the day in 2008 when a woman first achieved that rank.

But the biggest step forward will likely come later this year, when the Senate confirms Air Force General Lori Robinson as head of the U.S. Northern Command, making her the first woman to serve as combatant commander.

In the military, a combatant command is the ultimate job. It's the pointy tip of the spear, overseeing the people carrying the rifles and flying the aircraft. Northern Command, created the year after the 9/11 attacks, is also prestigious because it protects our homeland. That is such a tremendous commentary on where we are as a nation.

For years, women were barred from combat roles, closing off their route to the senior leadership. General Robinson's appointment makes clear to every female lieutenant that the top jobs are now open to them.

Duckworth, a member of Congress from Illinois, served as a U.S. Army helicopter pilot in Iraq

ROBINSON LED MORE THAN 2,000 AIRMEN FLYING OVER AFGHANISTAN AND IRAQ.

EDUCATOR › 76

Diana Natalicio

University change agent

By Julián Castro

Brainpower is the new currency of success in the 21st century global economy. And that currency is even more precious—and sadly elusive—for far too many first-generation low-income college students. No one understands this better than Diana Natalicio. As president of the University of Texas at El Paso for nearly three decades, she has done a masterful job of shaping her school to the surrounding community, not the other way around. Over 80% of UTEP's more than 23,000 students are Mexican American, and an additional 5% come from nearby Ciudad Juárez, Mexico. Most of her students work, and many of them have families. Yet UTEP has become a major research institution during her tenure, growing research dollars from $6 million to more than $90 million annually, because Natalicio was ahead of her time, seeing the future of America in the faces of her students.

Castro is the Secretary of the U.S. Department of Housing and Urban Development

RYAN: ERIK TANNER FOR TIME; ILLUSTRATION BY JOEL KIMMEL FOR TIME

SPEAKER OF THE HOUSE › 46

Paul Ryan

Republican idealist

By Mitt Romney

A good guy from a small town—Janesville, Wis.—went to work for Jack Kemp and found a passion for policy and people. This passion led him to become a member of Congress at age 28. With an eye single to the welfare of the country, he rose above politics, earning the respect of peers in both parties. His is a mind that is both creative and unrelenting; as such, he crafted budgets and policy and law that shaped a great deal of what good has come out of Washington. Ryan is the sole Congressman who could garner the overwhelming support of his caucus, and his speakership has already achieved the unimaginable: it has offered an idealistic, inclusive vision for the Republican Party during a raucous and unruly presidential campaign.

Romney was the 2012 Republican nominee for President

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Tony Goldwyn
Stand Up To Cancer
Ambassador

And yet, more than 30% of all lung cancer patients still don't know about the therapies, specialists, and clinical trials available to them.

Lung cancer is a formidable foe, but we are finding new ways to fight it. Please visit SU2C.org/LungCancer for questions to ask your health care professional and to learn about options that may be right for you.

Photo Credit: Kevin Lynch

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Stand Up To Cancer is a program of the Entertainment Industry Foundation (EIF), a 501(c)(3) charitable organization.

PRESIDENT OF RUSSIA › 63

Vladimir Putin

The sphinx

By Stephen Sestanovich

How does Putin think he's doing? The portrait of him I want to read is his own. Nothing we know about him suggests a strong introspective bent, but let's imagine him opening up to his workout buddy, Prime Minister Dmitri Medvedev.

"Listen," he might say, "I've been in power longer than any other world leader, but no one seems to want me at their meetings. Our economy isn't in free fall anymore, but I have no idea how to end the recession. I'm trying out some anticorruption rhetoric, but honestly it's only talk. I laughed off the Panama Papers, but they made me nervous as hell. I picked a human-rights activist to head the Central Election Commission, but just for show. I brag about having restored order in Russia, but Chechen gangsters enjoy free rein in Moscow. I'm no longer set on breaking up Ukraine, but I can't find a way out either. I showed Obama military power could produce results in Syria, but now I seem to own the damned place. And that withdrawal I announced? Didn't mean it.

"Between us, Dmitri—I'm out of answers."

Sestanovich was the U.S. ambassador-at-large for the former Soviet states

PRESIDENT OF TURKEY › 62

Recep Tayyip Erdogan

The man in the middle

By Ian Bremmer

Recep Tayyip Erdogan is a remarkable leader. He has changed his country for the better by empowering millions of people who had never before participated in their nation's political and economic life. He's also an egotistical and thin-skinned person whose thirst for power has imperiled freedom of speech in Turkey and pushed his country toward authoritarianism. And between the war in Syria and the refugee crisis, he's arguably occupying the most important geopolitical space in the world today. That makes him a valuable Western ally—and a dangerous one. Washington needs a strong NATO partner. Europe needs him to help manage the flow of migrants. It's unlikely Erdogan will satisfy on either score. And at home, he will fail in his bid to change Turkey's constitution to grant himself more power. Yet he's not going anywhere anytime soon. For the West, the Erdogan challenge is just beginning.

Bremmer is the president of the Eurasia Group and the foreign-affairs columnist for TIME

THE TURKISH GOVERNMENT SEIZED THE COUNTRY'S LARGEST NEWSPAPER AFTER IT PERSISTED IN CRITICIZING ERDOGAN.

ERDOGAN: KAYHAN OZER—ANADOLU AGENCY/GETTY IMAGES; PUTIN: MAXIM SHIPENKOV—AFP/GETTY IMAGES

DICTATOR > 33

Kim Jong Un

Exploiter of fears

By Blaine Harden

Kim Jong Un is the 30-something boss of a family-run totalitarian state. Beefy, murderous and quick with a toothy grin, he takes after his late grandfather Kim Il Sung, North Korea's Great Leader. Dictatorships need enemies like fish need water, and the essential enemy of North Korea is the U.S. After the Great Leader invaded South Korea in 1950 and started the Korean War, American B-29s bombed and burned North Korea, razing cities and killing hundreds of thousands of civilians.

The bombings, the memories of which are kept terrifyingly fresh in the North, gave the Kims a propaganda windfall. They claim they need nukes—like the one tested in January—missiles and endless repression to protect future generations from the genocidal Yankees who napalmed Grandma. For the few who resist, the Great Leader's gulag is still going strong, having committed crimes against humanity for more than half a century. With Google Earth, the camps are visible on your phone.

Harden, the author of The Great Leader and the Fighter Pilot, *is at work on a third book on North Korea*

FROM 80,000 TO 120,000 NORTH KOREANS ARE BEING HELD IN POLITICAL PRISON CAMPS, MANY FOR TRYING TO LEAVE THE COUNTRY.

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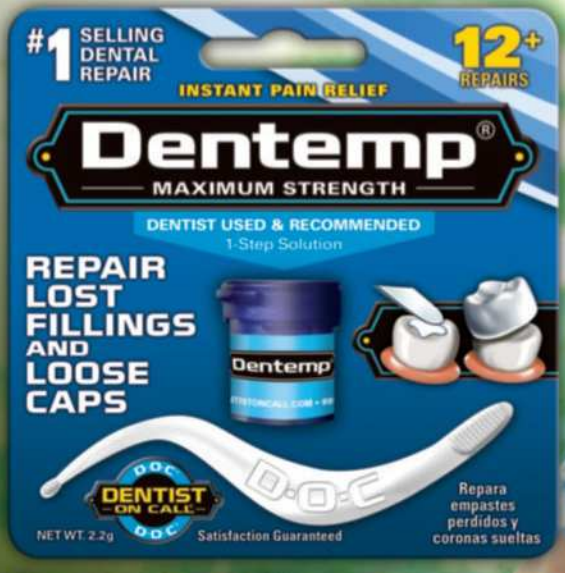

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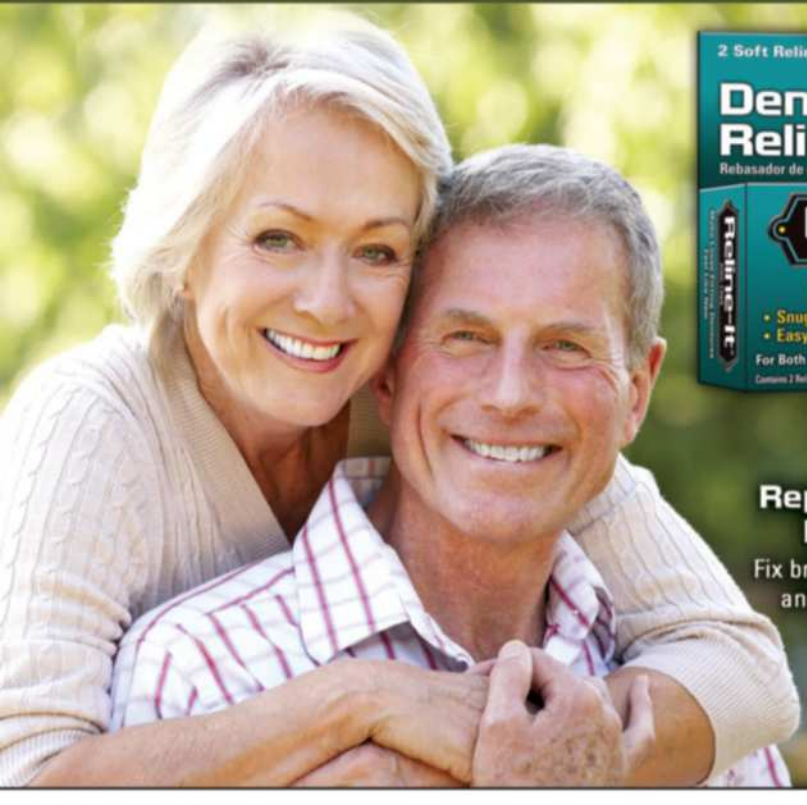

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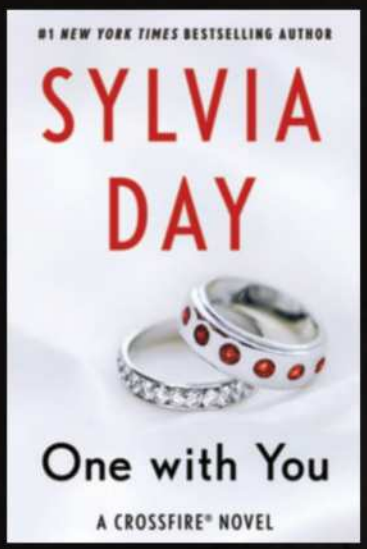

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beyond words

Name game

Can you match these influencers with their obscure bio details?

By Olivia B. Waxman

1. Christine Lagarde ____

2. Melissa McCarthy ____

3. Lester Holt ____

4. Mark Zuckerberg ____

5. Charlize Theron ____

6. Ted Cruz ____

7. Usain Bolt ____

8. Ronda Rousey ____

9. Kendrick Lamar ____

10. Vladimir Putin ____

A. Once had a *Jaws*-themed birthday party

B. Was a synchronized swimmer

C. Was nicknamed Iron Pants

D. Had a pet goat

E. Collects paintings of Marilyn Monroe

F. Worked at the Pentagon in college

G. Has a black belt in judo

H. Can make sausage and bratwurst

I. Had a job scooping ice cream at Swensen's

J. Ate 100 chicken nuggets a day for 10 days

K. Was once called "delicious" by Julie Andrews

L. Is red-green color-blind

M. Is obsessed with Fruity Pebbles

N. Performed onstage with Moby

O. Moderated an online Pokémon forum

P. Voted "most punk" in high school

Q. Climbed Mount Fuji during college

R. Starred in a Burger King ad

S. Proposed to his wife in a Friendly's parking lot

T. Survived a shark attack

11. Paul Ryan ____

12. Leonardo DiCaprio ____

13. Bernie Sanders ____

14. Dwayne Johnson ____

15. Ariana Grande ____

16. John Kerry ____

17. Stephen Curry ____

18. Julia Louis-Dreyfus ____

19. Nicki Minaj ____

20. Taraji P. Henson ____

ANSWERS: 1. B; 2. P; 3. C; 4. L; 5. D; 6. Q; 7. J; 8. O; 9. M; 10. G; 11. H; 12. T; 13. S; 14. K; 15. A; 16. N; 17. R; 18. I; 19. E; 20. F

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From Bytes to Beans

BEHIND THE SIMPLE PLEASURE OF A CUP OF COFFEE IS A MASS OF COMPLICATED DATA

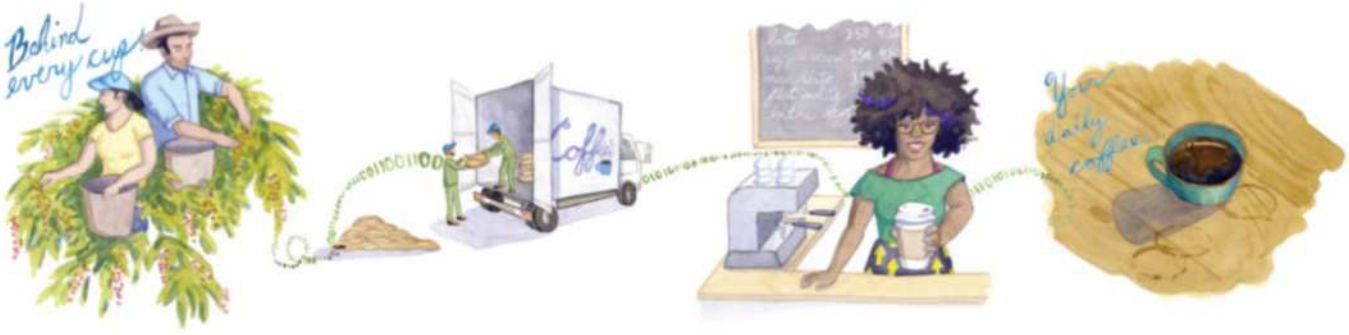
BY MATTHEW KASSEL

Coffee may fuel your day. But the coffee industry itself—a vast agglomeration of farmers, importers, exporters, wholesalers, roasters and retailers—can't run on caffeine alone.

Take the farms. From the plantations of Ethiopia to the mountains of El Salvador, coffee growers need to be aware of climatic changes, which they measure, track and record with immensely powerful meteorological instruments.

Data makes an appearance again as the beans are sold via futures contracts on the Intercontinental Exchange and again as they are transported to a local cooperative or export facility, which needs to stay abreast of technical information on shipping, laws and regulations such as pesticide residue limits.

Logistic companies, which may then transport the beans abroad, manage the enormous matrix needed to scan and track their shipments. As the beans arrive at the roasting plants, another tranche of data is leveraged to run the burners, thermal oxidizers, spray dryers.



STEP 1
Coffee beans are harvested.

STEP 2
The beans are transported.

STEP 3
The coffee is ground and brewed.

STEP 4
The coffee is enjoyed.

Behind every cup is an immense amount of information. You may not be thinking about big data as you stand in line at your local cafe, but big data is thinking about you.

Worldwide, there are more than 100 million people involved in coffee production. "The whole supply chain is way more complex than people realize," says Joe DeRupo, director of external relations and communications at the National Coffee Association.

From the coffee fields of Brazil to the commodity trading floor down to the number of beans in your mug, the vagaries of shipments, inventories, crop cycles and weather patterns are recorded and analyzed on a massive scale. Much of it may be processed on servers like Supermicro's data center optimized product line.

Data drives financial transactions at the retail level too, of course, but it's also a key part of tracking consumer trends. Social media, that ever-expanding universe of information—Facebook's user content, for instance, consists of more than 100 petabytes of data—makes up a huge chunk of the analytics that drive coffee consumption.

Coffee may seem primarily like a craftsman's trade, and yet, in order to make the industry run smoothly, data processing supports the entire operation. Consider that the next time you pour yourself a cup.

CONTENT FROM

SUPERMICRO | intel

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ICONS

'I want to do something as good as my heroes have done.'

LEONARDO DICAPRIO,
on what motivates him

PHOTOGRAPH BY BEN HASSETT FOR TIME

ACTOR AND ENVIRONMENTALIST › 41

Leonardo DiCaprio

Earth's leading man

By John Kerry

When I first read how Leonardo DiCaprio slept in an animal carcass and gnawed on raw bison to transform himself into Hugh Glass, I may have felt a little queasy—but I can't say I was surprised.

Leo's talent is limitless, but his secret has always been pretty simple: he's real. He does his homework. He knows what he's talking about. That's how he takes himself back in time 200 years to create an Oscar-winning, bear-brawling, powerhouse performance in *The Revenant*.

Preparation, authenticity and smarts are at the core of who he is as an artist. But I admire him even more for putting those formidable tools toward becoming such a galvanizing force to protect our planet. Since 1998, the Leonardo DiCaprio Foundation has provided grants to conservation projects in more than 44 countries. He has employed his cinematic skills—in front of the lens and behind it—to make films that document our planet's plight. He has discussed environmental threats directly with world leaders from Vladimir Putin to Pope Francis. And when I invited him to join the State Department's first global Our Ocean conference, aimed at building collaboration to protect one of our most critical resources, Leo didn't just show up—he put up millions of dollars for ocean protection as part of the effort.

Twenty years ago, Leo captured the hearts of millions of moviegoers by declaring, "I'm the king of the world!" Through his work and example, today he's inspiring many millions more to help save it.

Kerry is the U.S. Secretary of State

ULTIMATE FIGHTER › 29

Ronda Rousey

The undaunted

By Tina Fey

I fell in love with Ronda Rousey when she announced to the world that she was not a "Do-Nothing Bitch." Always a sucker for an elegant turn of phrase, I quickly jumped down an Internet rabbit hole to hear more from this oracle.

I watched her tell the hosts of *The View,* "Pain is just information." I learned her mother's mantra, "You're not training to be the best in the world. You're training to be

BEFORE BECOMING THE TOP DRAW IN MIXED MARTIAL ARTS, ROUSEY WON A BRONZE MEDAL IN JUDO AT THE 2008 OLYMPICS.

Rousey training near her home in Southern California

the best in the world on your worst day." I delighted in her response to those who couldn't accept a female athlete talking smack: "Some people like to call me cocky … but I just think, How dare you assume I should think less of myself?" And I recommend you immediately get a tattoo of Ronda's full "DNB" quote in which she explains that every muscle in her body serves a purpose and the way she looks is just a by-product.

Imagine if we could teach our daughters to value their bodies for what they can do, not for how others think they look. Could Ronda be the one to finally help us understand that as females, we define the word *feminine* and that it doesn't define us? If we don't listen, can she dislocate our arms at the elbow?

Last year, when Ronda suffered her first-ever UFC loss at the hands (and feet) of Holly Holm, her detractors rejoiced. But Ronda will be back. "Everybody has losses in their life, but I choose to always be undefeated." Put this DSB on Mount Rushmore already.

Fey is an actor, writer and producer who will co-star with Rousey in upcoming film Do Nothing Bitches

PHOTOGRAPH BY JAKE MICHAELS REDUX/THE NEW YORK TIMES

TENNIS CHAMP › 29

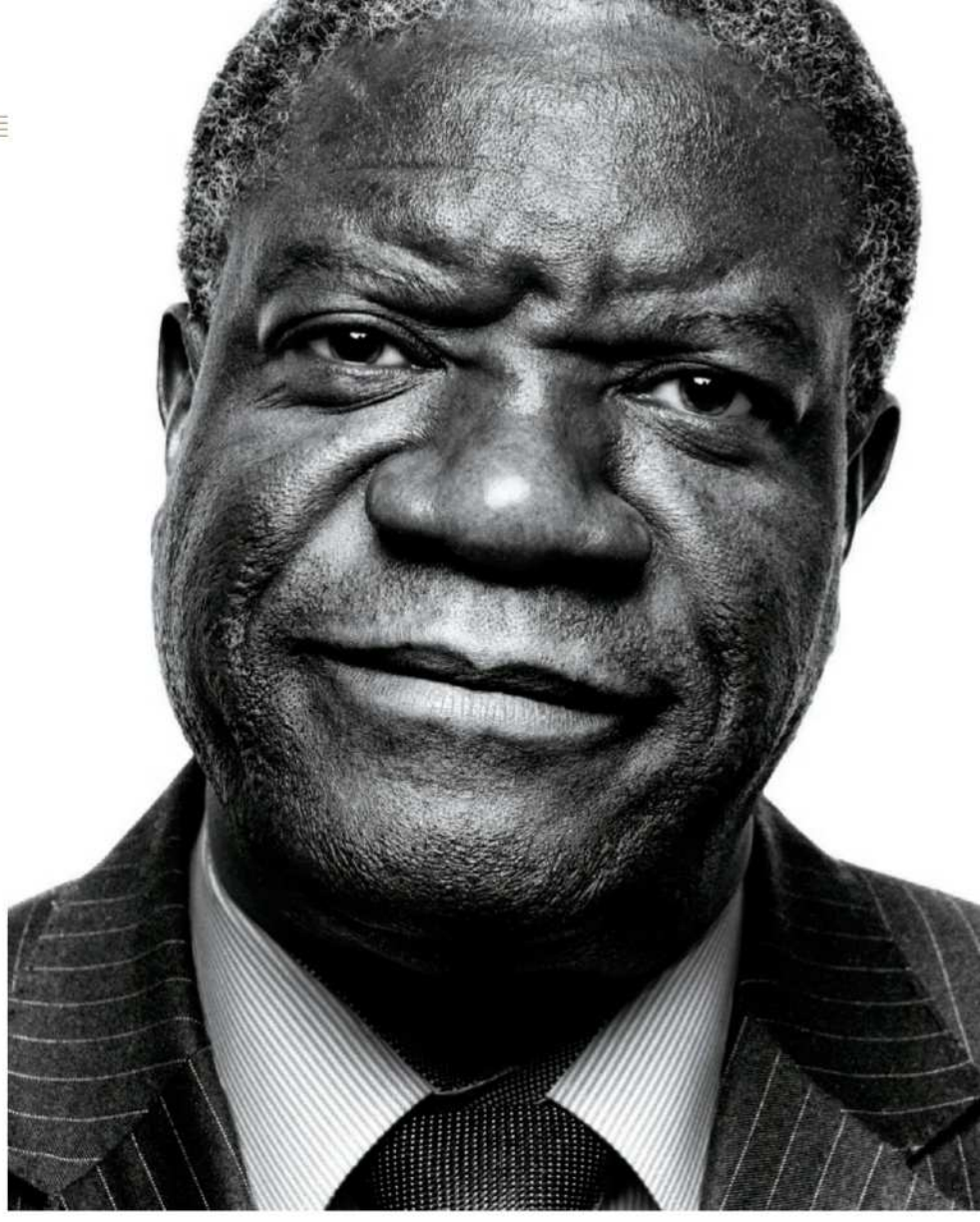
Sania Mirza

An inspiration on the court

By Sachin Tendulkar

The Mirzas probably knew what the future held for their daughter. Her name, Sania, means *brilliant.* I first heard about Sania Mirza back in 2005, when she became the first Indian to win a Women's Tennis Association event. In 2008 I saw her play in the third round of the Australian Open against Venus Williams. Though she lost, I believed she had the potential to be a star. When Sania's singles career was cut short by wrist injuries, she, through dedication and willpower, reinvented herself fully as a doubles player. Today Sania and her partner on court, Martina Hingis, are No. 1 in doubles and utterly dominant—they have taken the past three Grand Slam events. Sania's confidence, strength and resilience reach beyond tennis. She has inspired a generation of Indians to pursue their dreams—and to realize that they can also be the best.

Tendulkar is one of the greatest cricketers of all time



GYNECOLOGIST › 61

Denis Mukwege

Healing the survivors of wartime rape

By Jill Biden

In the heart of Africa, after a lengthy journey along a sienna dirt road cut through mountainous jungle on the eastern side of the Democratic Republic of Congo, within sight of the border with Rwanda and one of the bloodiest tribal-civil wars ever known, we arrived at Panzi Hospital in Bukavu.

It was there that I first met Dr. Denis Mukwege, a gynecological surgeon and founder of the hospital. With a towering presence, a disarming smile and a soft, soothing voice, he is a source of strength and sanctuary in a land of violence and despair—a forgotten war. The son of a Pentecostal pastor, he is guided by the Hippocratic oath and an indomitable commitment to justice on his own mission to save these communities one woman at a time.

What Dr. Mukwege and his team at Panzi Hospital do is extraordinary. Theirs is a reality where 48 women in the DRC are raped every hour, according to a 2011 report. They have treated more than 46,000 victims of sexual- and gender-based violence—6-year-olds and octogenarians alike. Beyond healer to these women and girls, Dr. Mukwege is hope.

Biden, a lifelong educator, is the wife of U.S. Vice President Joe Biden

MUKWEGE: PLATON—TRUNK; ILLUSTRATION BY JOEL KIMMEL FOR TIME

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CHEMIST › 85

Tu Youyou

Conqueror of malady

By Tom Frieden

Tu Youyou is one of the very few people who can say they have saved millions of lives. Tu was part of a team analyzing traditional Chinese medicines as possible treatments for malaria. She found an herb used in ancient malaria remedies: sweet wormwood, or *Artemisia annua*. It is one thing to discover a folk remedy and quite another to find its medically active agent and turn it into a modern drug. When boiling failed to extract an effective antimalaria ingredient from the herb, it was Tu who remembered a millennium-old recipe she'd copied in her notebook—one that called for soaking, not boiling, the herb. The ancient recipe turned out to hold the key: Tu found that the active compound, now known as artemisinin, is destroyed by high heat. And after she succeeded in extracting this chemical from the wormwood, her first test subject was herself. In 2015, Tu became the first woman in China to win a Nobel Prize. The World Health Organization has named artemisinin, now mankind's main line of defense against malaria, an essential drug. Although malaria has been eliminated in the U.S., it causes hundreds of thousands of deaths worldwide each year. Tu's discovery is a mainstay in the efforts to save those lives.

Frieden is the director of the U.S. Centers for Disease Control and Prevention

SINGER › 27

Adele

International treasure

By Jennifer Lawrence

Adele and I met at the Oscars in 2013. I remember sneaking backstage while she performed "Skyfall," trying to squeeze a ball gown past a pile of ropes and cables just to get a little closer. See her from another angle as if to peek behind the Great Oz's curtain. I had been a fan of hers since "Chasing Pavements" (saying "fan" about Adele always sounds like an understatement, doesn't it?). Then when *21* came out, mine and billions of other lives were—not to sound dramatic—changed. Suddenly there were words to that before-indescribable pain, frustration, sadness, then revolution that all comes from a breakup. I felt understood, I felt stronger, and above all, I hadn't sung in front of a mirror with a hairbrush since Destiny's Child.

Then she goes and does something like *25*. Growing up. Changing in some ways and being stuck forever in others. Being so young with the most successful career in the world. She says, "I wish I could live a little more, look up to the sky, not just the floor." The way she is able to capture herself, and then in turn us, has turned her into a star that's not a star we look at, but a giant star with its own gravity that we are drawn to. All of this about her lyrics, and I haven't even gotten started on the voice—how could I? It's once-in-a-lifetime. All this about her voice and I won't have time to talk about her intelligence. Her 500-year-old wisdom. Her patience and kindness all wrapped up in the tough skin of a damn gangster.

She's an extremely private person, so I will do my best to honor her privacy. But we all see her success. Her undeniable talent and beauty. But what you don't see is what a wonderful mother she is. What a wonderful partner and friend she is. That she makes her son's Halloween costumes. Adele is a gift, an international treasure, but she's also sweet, funny, intelligent and beautiful. Bitch.

Lawrence is an Academy Award–winning actor

ADELE: ERIK MADIGAN HECK FOR TIME; TU: PI FRISK—NOBEL MEDIA AB

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FILMMAKER › 52

Alejandro González Iñárritu

Auteur of resilience

By Guillermo del Toro

From the Oscars to the Golden Globes to the Directors Guild, Alejandro González Iñárritu has been honored many times for the way he sent Leonardo DiCaprio's frontier trapper through a hellish trial of survival, soul-searching and one wrathful bear. But I think Alejandro is the real revenant. I have seen him down and bleeding, and I have seen him strong and in control, but there is always a core within him that doesn't surrender to adversity or despair.

Success and failure are both deadly forces, and a career in cinema is a boxing match—a complicated, dynamic exchange of blows with reality, financing and egos. Sometimes you win, but sometimes you're on the ropes or the countdown, and preserving your vision requires a strange mix of fragility, as an artist, and resilience, as a professional. Alejandro always finds the balance, perhaps because after each of his films, many filled with an almost Old Testament fury, he retreats to a place where he can find silence and renew himself after struggling with his endeavors.

When most of my film friends call my home and I'm not there, they leave a message—all they want to talk about is movies. But Alejandro will spend 30 or 40 minutes talking to my wife Lorenza about family, cooking and children, because he is interested in life in a voracious way. The principles and the deep humanity that animate his filmmaking also animate his day-to-day interactions. For that he has filled my heart with love and admiration, both as a filmmaker and as a friend.

Del Toro is the director of Crimson Peak, Pacific Rim *and* Pan's Labyrinth

◆

IÑÁRRITU WON CONSECUTIVE BEST DIRECTOR OSCARS FOR BIRDMAN AND THE REVENANT. ONLY TWO OTHER DIRECTORS HAVE BACK-TO-BACK WINS: JOSEPH L. MANKIEWICZ AND JOHN FORD.

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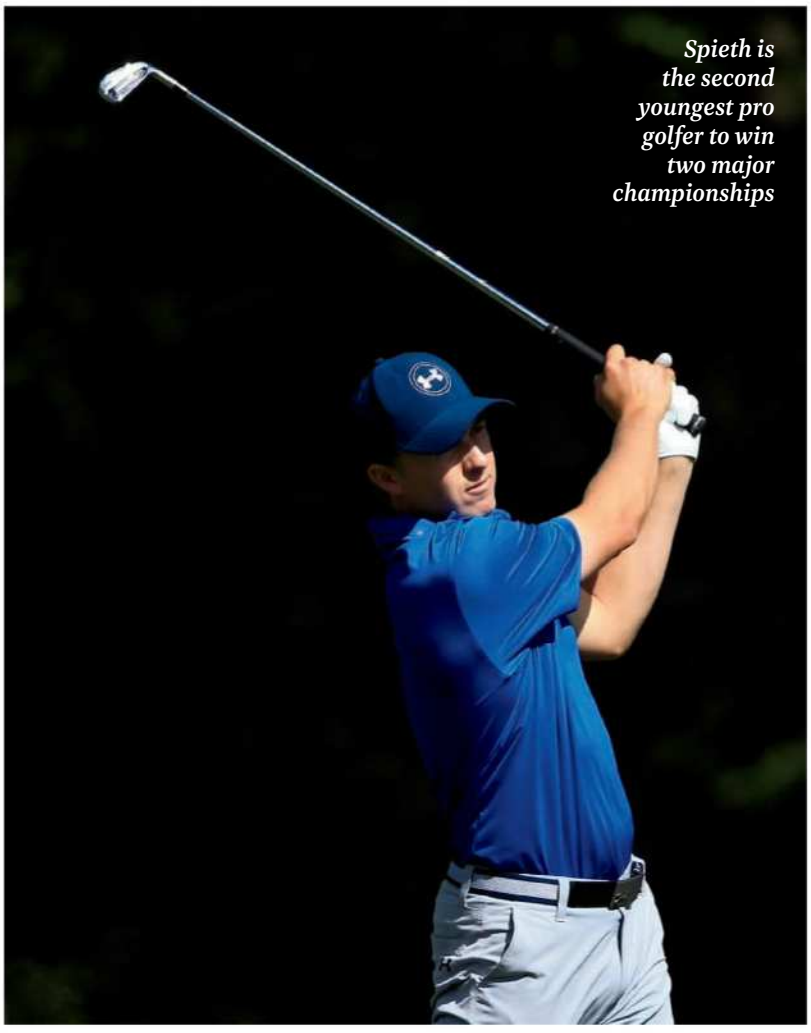

Spieth is the second youngest pro golfer to win two major championships

SPIETH: DAVID CANNON—GETTY IMAGES

GOLFER › 22

Jordan Spieth

Ace of clubs

By Tony Romo

Jordan Spieth exemplifies everything that's great about sports. We want our heroes to stand up to every challenge and deliver over and over again. And because we care so much about their performances, we often give them a pass in the rest of their lives. But once every decade or so someone like Jordan Spieth comes along. Jordan captures our imagination on the course and impresses us off of it.

Rarely is an athlete so supremely confident yet incredibly humble, so systematic in his approach yet so fluid in his delivery. Jordan possesses rare competitive greatness that he somehow shuts off when the setting calls for it. And his graciousness toward others is genuine and real. He is the standard by which our heroes should be measured.

Enjoy watching this kid grow up. He will fail and he will succeed, but more than anything, he will make you remember what our heroes are meant to look like. On and off the field.

Romo is the Pro Bowl quarterback of the Dallas Cowboys

MODEL › 23

Karlie Kloss

The model millennial

By Diane von Furstenberg

Karlie Kloss is the epitome of the ideal American millennial woman. Since being discovered at 13, she has become a major model and a 34-time *Vogue* cover girl. I've worked with her on many campaigns, as I love her personality and the fact that she is her own woman. In spite of becoming financially independent at a very young age, Karlie continues to study and improve herself while remaining very close to her family in St. Louis.

Passionate and fearless, Karlie has also become a full-fledged entrepreneur: she shares her stories and others' on her YouTube channel Klossy. She collaborated with Warby Parker to benefit Edible Schoolyard NYC. She supports young women learning to code, all while continuing her long-standing partnership with Momofuku Milk Bar to benefit Feed and the Council of Fashion Designers of America. As a model, a businesswoman, a young philanthropist and a force on social media, she doesn't just connect with her generation—she leads it, inspiring young women around the world to become the women they want to be, just as she has done so beautifully.

Von Furstenberg is a fashion designer and chair of the CFDA

PHOTOGRAPH BY PETER HAPAK FOR TIME

NOVELIST › 72

Marilynne Robinson

The questioning spirit

By Colm Tóibín

Marilynne Robinson's novels and essays manage to be serious without being solemn. They exude a sense of sensuous feeling but also rigorous thinking. She is concerned with how we should live, with the idea of the world as a sort of gift to us, which requires us to notice what we have been offered, and to study it, to appreciate it and to dramatize its textures and contours. Her novels are replete with a sense of felt life, with a deep and abiding sympathy for her characters and a full understanding of their inner lives. In her essays, in which she displays a questioning spirit, she is concerned with belief and tradition, with the relationship between God and the mind and the word. Robinson is determined to be as intelligent as possible, but also to offer images and impressions that are rich in their implications, which allow for the mysterious as well as the concrete, the uncertain as well as the sure.

Tóibín, an Irish novelist and essayist, is the author of Brooklyn *and* The Master, *among many other books*

President Obama talks with Robinson, whose novels include Home *and* Gilead, *about her essay collection* The Givenness of Things *at the Iowa State Library in Des Moines in September*

WORLD'S FASTEST MAN › 29

Usain Bolt

A unifier on the track

By Ziggy Marley

Usain Bolt is a light. There are a lot of things in Jamaica—and the world—that cause separation: politics, inequality, crime. But an entire generation can look up to Usain. He's a unifying force.

I see many similarities between Usain and my father. They both grew up in very modest circumstances and went on to make positive change on the world stage. Usain makes music on the track; he runs with great joy, with passion and with soul. He has that smile, that Jamaican flair. It's a swagger and confidence that we all really enjoy. A lot of people who get to that superstar level pretend to be somebody else. I think that's the thing I like most about Usain. He's real. He's not putting on a facade.

This summer in Rio, Usain will most likely run his last Olympic race. I'm confident that afterward, he will continue to take all that he has learned, both on and off the track, and pass it along to others. He's a strong leader, and he'll continue to be an inspiration. That's the most important thing you can be.

Marley is a Grammy Award–winning reggae artist

ROBINSON: PETE SOUZA—THE WHITE HOUSE; ILLUSTRATION BY JOEL KIMMEL FOR TIME

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HAMILTON: CHARLES COATES—GETTY IMAGES

FORMULA ONE DRIVER › 31

Lewis Hamilton

Racing's omnivorous champion

By Mario Andretti

You could tell Lewis Hamilton was special from the very start of his Formula One career. Here was someone who was given, at the age of 22, one of the best cars anyone could ever have, and a year later he had won his first world championship.

Today he is at the highest echelon of the sport. If he were to retire tomorrow, he would still be among the very best champions who have ever lived. And I think he's just getting started. The sky is the limit for him.

What makes Lewis different is his attitude. He exudes confidence, but he is serene. I would have loved to race against him, because it would have been a great challenge. It doesn't seem like anything can rattle him, and that really plays on your mind as a competitor.

The most fascinating thing about Lewis is his life outside the sport. He's curious: he has spent a lot of time learning about different cultures, and his own background has helped broaden our sport's appeal. Me, I raced on six continents, and I can describe a lot of airports. But one day Lewis is at a fashion show in China, and the next he's cuddling with tigers in Mexico. I'm not sure I could have done all that and kept focused. But he does, and he is.

Andretti won 111 races over five decades, including the Formula One world championship

Hamilton before winning the 2015 Belgian Grand Prix

RAPPER › 33

Nicki Minaj

Chart breaker

By Lil Wayne

You know, in New York they used to have these street DVDs. It just so happened that I appeared in one, and when I looked at the finished product, Nicki Minaj was on a part of the DVD. I was like, "Wooooooow!" She was just being Nicki without the glitz and glamour. When I heard the first two and four bars, it wasn't even about her rapping better than any female rapper. It was about, man, she's rapping better than other rappers—period.

MINAJ HAS BEEN ON BILLBOARD'S HOT 100 CHART 66 TIMES—MORE THAN ANY OTHER FEMALE RAPPER IN HISTORY.

I always wanted more for my artists and saw Nicki's potential from the first moment I laid eyes on her. She's reached far beyond everything I would have imagined. Man, she's so influential and doing all the right things. She's an icon, a boss and a role model to all these young girls out here on how to do it the right way. Her work ethic speaks volumes and has yielded these results. The scary thing is she's still going. Ha! Nicki Minaj will go down as one of the best to do it in the history of music.

Wayne is a Grammy-winning recording artist and producer

PHOTOGRAPH BY BEN HASSETT FOR TIME

FROM THE EDITORS OF GOLF.COM

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Four legs good, two legs irrelevant

The TIME 100 is all too human. I make room for the animals

By Joel Stein

TIME HIRED ME IN 1997 WITH THE HOPE THAT I would make the magazine relevant to young people, something I have clearly succeeded at. I've kept up on all the cool trends, and lately I've become concerned about the TIME 100's fixation on human beings. The influence of individual people is waning because of technological advances that are democratizing the media, business and taxi driving. Individual animals, meanwhile, are totally waxing. They've got Twitter accounts, product lines, their own television channels and celebrities who not only won't eat them but also won't stop talking about not eating them.

This is why I've created the TIME 100 Animals, the definitive list of the most influential animals in the world, which you can find at time.com/Animals100. To do this, I enlisted a board of directors consisting of seven of the world's top animal experts. This was important because I'm not personally a big fan of animals or, to be honest, plants or rocks or anything else outside. Also, I've learned from previous lists that 100 is a way bigger number than it sounds like, so I needed to Tom Sawyer some animal lovers into doing my work for me.

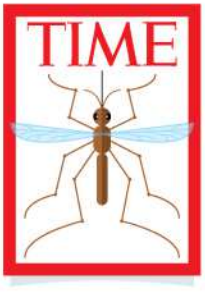
The Animals 100 board consists of PETA president Ingrid Newkirk, Animal Planet and Discovery Channel president Rich Ross, environmentalist Philippe Cousteau, Farm Sanctuary president Gene Baur, BuzzFeed Animals editor Chelsea Marshall, my friend Phil Johnston—who not only co-wrote *Zootopia* but also wrote the scene in *The Brothers Grimsby* in which the characters get stuck in an elephant's vagina—and Moby, the vegan musician who lives a few houses away from me and was walking by my driveway while I was working on this. "I applaud you for representing our collective obsession with the creatures we love and, paradoxically, hurt and eat," Moby said. See what I mean?

ALL THE BOARD MEMBERS agreed that some animals are far more influential than others because of their distinctive personalities. "At the dog park, everyone has the experience of the dog that's a dick. It's usually a German shepherd," said

#1
Cecil the lion
The days of Ernest Hemingway and Theodore Roosevelt ended when that Minnesota dentist killed an African lion so beloved that he had not only a name but a really good name.

#2
Tilikum
A documentary detailing his abuse brought an end to SeaWorld's orca shows.

#5
***Revenant* bear**
This is the bear who helped Leonardo DiCaprio break his 22-year Oscar drought.



#7
Zika mosquitoes
Not a specific species, just all the mosquitoes that carry the disease. I can't believe I spent so much time thinking about this.

ILLUSTRATIONS BY MARTIN GEE FOR TIME

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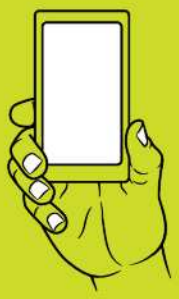

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Cousteau. Similarly, he said he could immediately tell if a shark was a jerk, though I think he was just bragging about being around sharks. Not surprisingly, Ross talked a lot about sharks when he was nominating animals for the list, since, as a naked attempt to lure advertisers, Shark Week is his TIME 100.

The Animals 100 board members agreed that we were embarking on an important endeavor. "We would all have the same basic answers with the 100 most influential people, like Obama and Malala," said *Zootopia* co-writer Johnston. "If you talk about influential animals, other than that dog from the French silent movie, most people would say their house pet. Which is why this is a much more difficult list and makes you a better journalist." It also helps that I don't have pets.

The TIME 100 seems to stick to living humans, and TIME 100 Animals totally gets the logic in that, because it's awkward to invite dead people to the TIME 100 party—but the publisher isn't letting us throw one, possibly because of postparty cleanup costs. So our top influencer is Cecil, the African lion killed by that Minnesota dentist who prompted international outrage over big-game hunting and then a teeny bit of outrage over people making death threats against Minnesota dentists. In another departure from the TIME 100, some of our entries are fictional. But it wasn't like we could leave Mickey Mouse off. He's worth about $180 billion. You show a picture of Mickey Mouse to anyone in the world and they say, "Mickey Mouse!" You show a photo of TIME 100 banker Jin Liqun to them and they say, "Show us Mickey Mouse again!"

PETA president Newkirk had been pushing for Tilikum, the orca whose plight was detailed in a documentary that got SeaWorld to get rid of its killer-whale show, to be first on the list. Newkirk also nominated Sunder, an abused elephant in India. And Grecia, an abused toucan in Costa Rica. And Dorothy, an abused chicken in Virginia. At which point I told her she was being a bummer. So she suggested Gus, a bulldog who stars in a viral video in which he insists on bringing a kiddie pool into the house. "There's not someone pushing him. It's him. It's very different than the surfing squirrel that's just being used. That squirrel doesn't want to be there," she said, going right back at it.

Some of the TIME 100 Animals influence humans, like Miley Cyrus' pig, who is the reason Cyrus became vegan. Others influenced other animals, like Reef, the top dog on the winning Iditarod team. Eleven of the entries are sports figures, compared with only eight in the TIME 100. And ours are objectively better. Sure, Usain Bolt is fast, but he would be left pretty far behind by Triple Crown winner American Pharoah. Ronda Rousey is tough, but is she as tough as Long John, the Professional Bull Riders' world champion bull who despite several injuries ended the season with 23 outs, 14 of which were on the Built Ford Tough Series? Jordan Spieth is a wonderful golfer, but could you say about him, as the world's best polo player said about the American-bred bay gelding Chocolate, "He has good power, a good temperament and a really sensitive mouth"?

BUT THERE WERE actually a lot of similarities between the two lists. They have Leonardo DiCaprio from *The Revenant;* we have the bear from *The Revenant.* And honestly, it was the bear that influenced America's intense, if misinformed, discussion of bear rape. They have Kathy Niakan, a biologist who is approved to work with the gene-splicing tool CRISPR, while we have the freakazoid supergoats that Chinese scientists created with CRISPR. You decide which you'd rather read about. They have Christiana Figueres, leader of the U.N. Framework Convention on Climate Change, while we have a polar bear that starved possibly because of climate change. They have Lin-Manuel Miranda, the hipster creator of the musical *Hamilton;* we have Hamilton the hipster cat. They have Facebook founder Mark Zuckerberg; we have Boo, a Pomeranian with 17 million Facebook likes. They have Barack Obama; we have Obama's dogs. In terms of their ability to sway Congress, that is currently a tie in influence. And in the eeriest similarity of all, TIME 100 has Bernie Sanders and we have Grumpy Cat.

The Animals 100 does have 29 entertainers, which is more than are on the TIME 100. And most of ours are famous just for being on Instagram. But that's what being famous is now, TIME 100. At least we don't believe that working on *Star Wars* is two-fifths as influential as every single thing that is happening in Africa. We also have a lot of entertainers because BuzzFeed Animals editor Marshall, who oversees two other BuzzFeed Animals writers, kept sending me suggestions, including Lil Bub, Colonel Meow and the two llamas that Arizona police chased on live TV news, which she says were more influential than people realized. "The llama thing was the day of the dress," she says, referring to the dress on Tumblr that looked blue to some people and not blue to others. "I ran home with so much energy. There was so much stuff happening on the Internet that day. The llamas would have blown up more if the dress wasn't so crazy." Unlike Newkirk, Marshall suggested I pick animal-interest stories. "We won't have sad animal news in our section," she said. "Our viewers want to be uplifted and be happy." This is the future of news, TIME editors. Trust me; I get young people. 🐱😍💯 □

OTHER ANIMALS ON THE LIST

#3
Uncle Sam
An eagle at a TIME magazine cover shoot with the Donald did what no GOP member could do: took him down.

#4
Ten Chinese CRISPR goats
The Chinese have also made superpigs, superdogs and—this is a guess—that eagle that attacked Donald Trump.

#6
Pizza Rat
The scrappy spirit of New Yorkers was captured by a rat carrying a slice down subway stairs.

#8
Mickey Mouse
Do I need to explain this? Really? It's Mickey Mouse. He's the Warren Buffett of animals.

#9
American Pharoah
The first horse to win the Triple Crown in a long time. Remember? The horse? Who won the three races?

#10
Angry Birds
There's an *Angry Birds* movie out in May. And they're still angry?

▸ *For the TIME 100 Animals, visit* **time.com/Animals100**

ILLUSTRATIONS BY MARTIN GEE FOR TIME

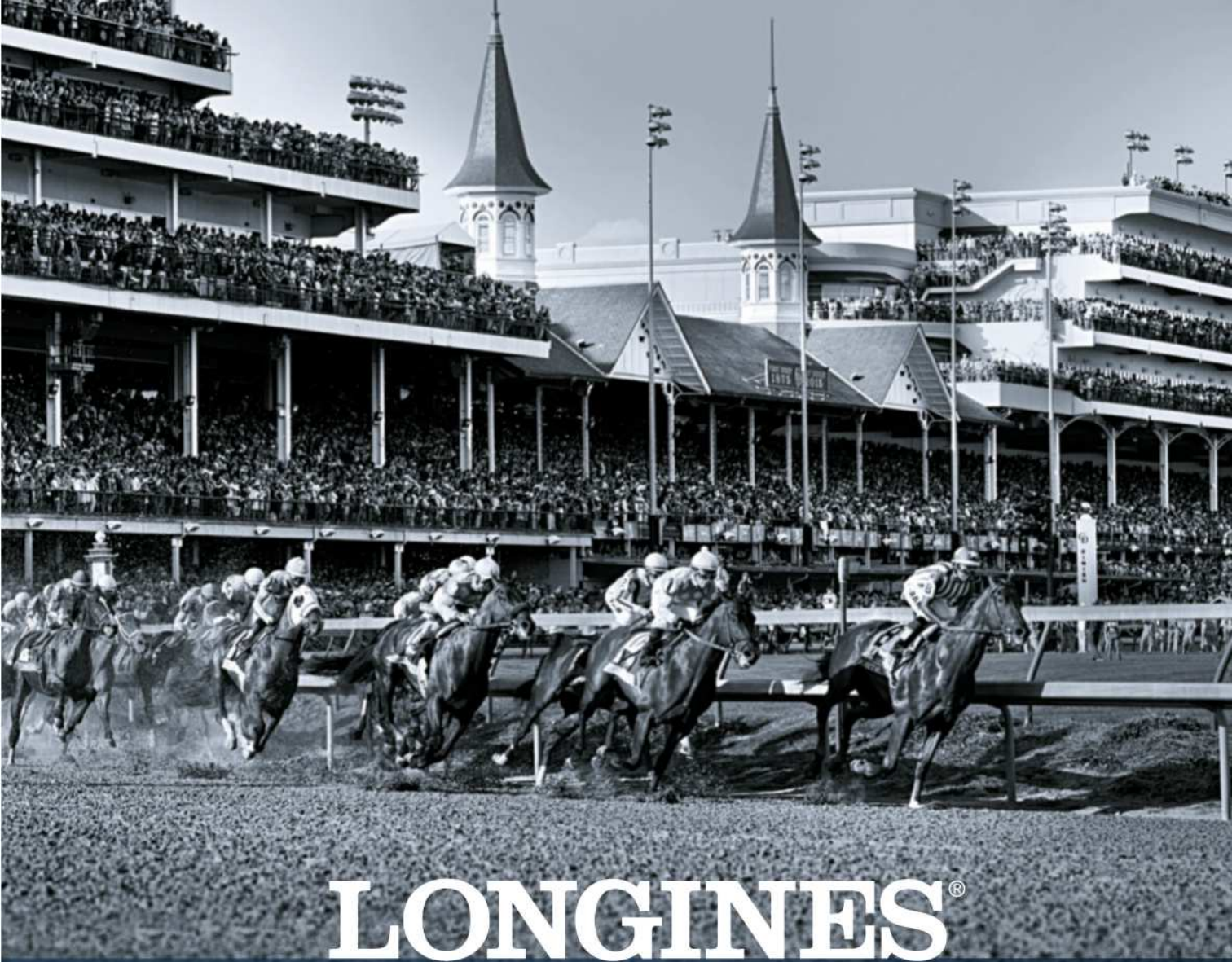
WHAT'S NEXT

With available technology like Toyota Safety Sense™ P[1] and Intelligent Clearance Sonar,[2] the 2016 Prius is designed to help keep you safe in an unpredictable world. Intelligent technology is what's next.

THE ALL-NEW
PRIUS

toyota.com/prius

Prototype shown with options. Production model may vary. [1]Drivers should always be responsible for their own safe driving. Please always pay attention to your surroundings and drive safely. Depending on the conditions of roads, vehicles, weather, etc., the system(s) may not work as intended. Please see your *Owner's Manual* for further details. [2]Intelligent Clearance Sonar (ICS) is designed to assist drivers in avoiding potential collisions at speeds of 9 mph or less. Certain vehicle and environmental conditions, including an object's shape and composition, may affect the ability of the ICS to detect it. Always look around outside the vehicle and use mirrors to confirm clearance. See *Owner's Manual* for details. ©2015 Toyota Motor Sales, U.S.A., Inc.



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